

2015

UDOT Project Development PERFORMANCE MANAGEMENT

**TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS**

Structures

Right of Way

Preconstruction

Environmental Services

Construction

Materials

Quality

Utilities / Railroads/ Training

*“Innovating transportation solutions that
strengthen Utah’s economy and enhance quality of life.”*

PROJECT DEVELOPMENT



2015

This document contains the calendar year 2014 key measures for project delivery. In an effort to continue improving the processes and delivery of our program, performance measures have been important in all levels of our organization. This document contains measures that are used in Project Development to ensure continued improvement, innovation and teamwork.

Each group in our area has followed the following format:

- *A brief description of the group*
- *Listed the UDOT Strategic Goal that is most applicable to the group*
- *Identified the Accomplishments for 2014*
- *Listed the Performance Goal for Calendar Year 2015*
- *A graph with past performance and, where applicable, a future goal*

Our theme of "Teaming with the Regions for Project Delivery Success" is vital to our success. The accomplishments of Project Development are not only a result of the people here, but a group effort by all, including our partners in industry. We are leading the country in providing a great transportation system. Our measures and goals are helping us continue to set the pace and perform at a higher level.

*Randall R. Park, P.E.
Project Development Director*

from the DIRECTOR

zero Crashes
Injuries
Fatalities

Zero
Fatalities



Preserve
Infrastructure



Optimize
Mobility

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Structures Division ***PERFORMANCE MANAGEMENT***

TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS

2015

Structures Design
Bridge Management
Geotechnical Design



STRUCTURES

Structures Design is a centralized function and is responsible to provide statewide support and technical expertise for the structural components of projects. Structures Design is committed to proactively visit with Region leaders on a regular basis to communicate programmatic objectives and understand each Region's unique circumstances related to structures. Structures Design oversees all structural design to verify designs are safe, economical, constructible, maintainable, aesthetic and appropriate for the location and surrounding.

Responsibilities include:

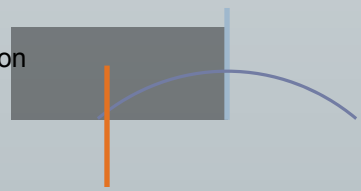
Statewide Program

- Develop policies, procedures, standards and manuals
- Set quality control and quality assurance requirements
- Guide structures consultants and contractors
- Evaluate and coordinate the implementation of possible innovations
- Maintain structural standards, specifications and manuals
- Provide technical support to Regions and other Divisions for structural related issues

Preconstruction

- Provide structural design and specifications for bridges, walls, culverts, signs, etc.
- Provide technical support for DB and CMGC RFP's, selections and ATC's
- Provide technical support for concept development and project scoping
- Provide technical review and oversight for all structural designs
- Provide structural expertise to project teams, senior leaders and the public

Construction

- Provide structural expertise for issues during and after construction
 - Provide on-site inspection and submittal review assistance during construction
 - Support structural material development to enhance quality
 - Provide construction training for field crews and maintenance crews
 - Participate in preconstruction meetings
 - Develop project specific just in time training
- 



STRUCTURES

2014 Accomplishments

Structures Design performed design services on a wide array of structures in 2014.

Oversaw structural aspects of more than 50 consultant design projects

- Completed 11 bridge replacements, major bridge rehabilitations and/or widenings
- Completed preservation activities on 26 bridges
- Participated in project specific just in time training for 6 projects in 4 Regions
- Participated in alternative delivery of 6 projects
- Reviewed 16 Permit Projects
- Developed plans for an emergency/collision repair project
- Finalized the Structures Design and Detailing Manual
- Revised and updated deliverables and tasks for structural activities in the PDN

Highlights include implementation of just in time training for polyester concrete overlay, ultra high performance concrete, structural pothole patching/joint repair, and fiber reinforced polymer repair and the construction of UDOT's first deck replacement using ultra high fiber reinforced concrete for the joints between full-depth precast deck panels.

2015 Performance Goals

- Roll out of the Structures Design and Detailing Manual including more than 200 drawings to assist in development of consistent, clear plans sets
- Roll out of the Structures QC/QA Procedures
- Maintain technical expertise to support project delivery

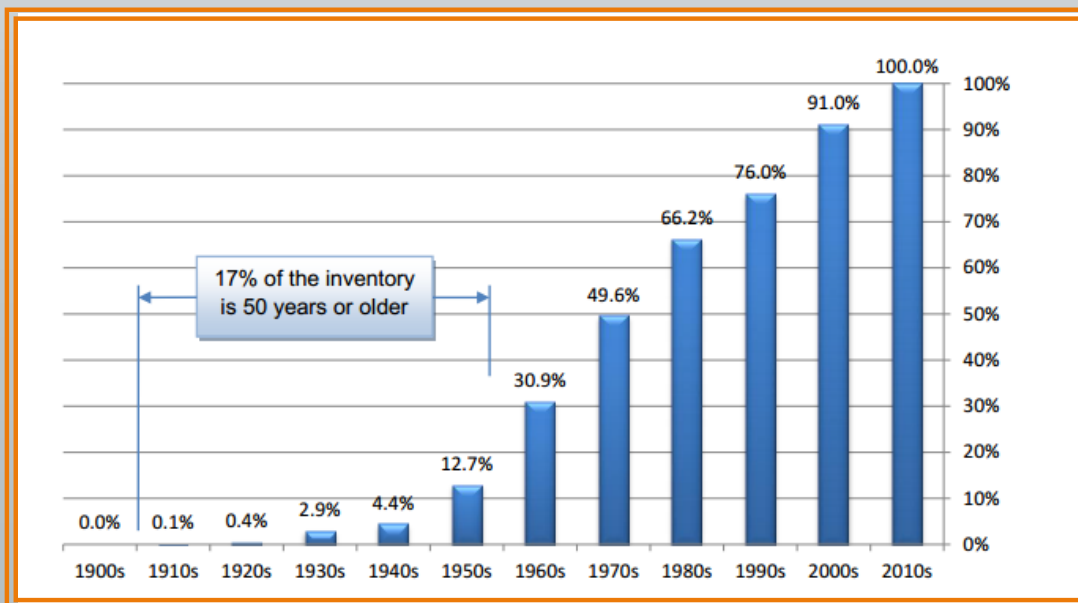
STRUCTURES

Bridge Management is responsible for bridge asset management, planning and programming, operations (inspections and load ratings), maintenance and emergency response functions.

Bridge asset management strives to maintain a safe transportation system by managing the bridge infrastructure. The health of the bridge system is measured using condition ratings. The bridges continue to be safe with an overall rating of “good” and bridges rated “poor” continue to decrease.

Bridge Planning and Programming advances efforts in asset management and creates a plan for every structure considering bridge condition and performance measures associated with changes in funding. The goal is to implement risk-based decision making and cross asset optimization.

Bridge Operations administers the Bridge Inspection Program and Bridge Load Rating Program. FHWA requires each bridge to be inspected every two years. The Bridge Inspection Program measures and reports the overall health of the bridge inventory to support asset management activities. Performing bridge load ratings ensures a safe transportation system for the traveling public and facilitates the effort to effectively evaluate the trucking industry requests for allowance of higher truck loads. Bridge Operations oversees all maintenance and emergency response activities related to bridges including coordinating bridge maintenance with the stations, providing technical expertise and response to bridge collisions and other related emergencies.



STRUCTURES

Federal legislation requires that the highway system be maintained in a state of good repair. Bridge asset management tracks the condition of bridges by the major highway systems; the National Highway System (NHS), the remaining state highway system (State, Non-NHS), the Federal Aid Highway System (Local-FA) and the local road system (Local, Non-FA). The overall condition of each system can be seen in the figure, right.

2014 Accomplishments

- Maintained bridge condition to an overall good rating. The Department currently has 1,888 state bridges, including pedestrian and UTA bridges, with 19 (1.0%) rated in poor condition
- Continued to concentrate efforts toward completing Corrective Action Plans with FHWA to become compliant with all regulations
- Published the first edition of the Bridge Management Manual
- Completed the Unknown Foundation Program
- Improved bridge data collection by transitioning the Bridge Inspection Program from CoRe Elements to AASHTO Elements
- Completed full underwater inspections of 60 bridges
- Improved inspector safety through the purchase of a new under bridge inspection crane

2015 Performance Goal

- Meet the Department committed goal to having no more than 10% of the state bridge system carrying traffic rated in poor condition and having action plans in place to repair or replace each bridge when needed
- Meet the federal legislative requirements of:
 - Maintain the bridge network in a state of good repair
 - Maintain a National Highway System with less than 10% of the bridge deck area rated in poor condition
- Meet FHWA Bridge Inspection Requirements (23 Metrics)
- Continue the Bridge Load Rating Program
- Implement the Bridge Management Manual

Highway System	Good Condition (NBI 9, 8 and 7)		
	Bridges	Deck Area (SF)	Deck Area %
NHS	844	9,385,266	61%
State (Non-NHS)	333	1,946,740	50%
Local FA	160	653,670	50%
Local Non-FA	409	804,957	57%
Total	1,746	12,790,633	58%
Highway System	Fair Condition (NBI 6 and 5)		
	Bridges	Deck Area (SF)	Deck Area %
NHS	488	5,833,535	38%
State (Non-NHS)	249	1,928,875	49%
Local FA	98	634,210	49%
Local Non-FA	312	565,341	40%
Total	1,147	8,961,961	41%
Highway System	Poor Condition (NBI < 5)		
	Bridges	Deck Area (SF)	Deck Area %
NHS	12	116,946	0.8%
State (Non-NHS)	7	43,962	1.1%
Local FA	11	17,791	1.4%
Local Non-FA	38	42,553	3.0%
Total	68	221,252	1.0%



STRUCTURES

Geotechnical Design is a centralized function and is responsible to provide statewide support and technical expertise for the geotechnical needs on projects. Geotechnical Design is committed to proactively visit with Region leaders on a regular basis to communicate programmatic objectives and understand each Region's unique circumstances related to geotechnical functions.

Responsibilities include:

Statewide Program

- Develop policies, procedures, standards and manuals
- Set quality control and quality assurance requirements
- Guide geotechnical consultants and contractors
- Address maintenance issues regarding geo-hazards such as rock falls, landslides, and embankment and slope stability
- Maintain geotechnical standards, specifications and manuals

Preconstruction

- Provide geotechnical design for bridge foundations, walls, and roadway projects
- Provide technical support for DB and CMGC RFP's, selections and ATC's
- Provide technical support for concept development and project scoping
- Provide technical review and oversight for all projects involving geotechnical features
- Provide geotechnical expertise to project teams, senior leaders and the public
- Provide drilling and laboratory testing

Construction

- Provide geotechnical expertise for issues during and after construction
- Provide on-site inspection and assistance during construction
- Provide construction training for field crews
- Participate in preconstruction meetings
- Provide training to maintenance crews



STRUCTURES

Geotechnical Design

2014 Accomplishments

- Performed design on 6 projects involving foundations and walls
- Performed design on 8 projects involving roadway geotechnical design
- Performed design on 1 project involving landslide remediation
- Performed testing for 6 projects including both internal and consultant design. Over 1,232 individual tests were completed
- Maintained complete AASHTO/AMRL accreditation
- Performed oversight on 34 consultant design projects involving foundations and walls
- Performed oversight on 10 consultant design projects involving roadway geotechnical design
- Performed oversight on 3 consultant design projects involving a geo-hazard
- Participated in 6 technical trainings
- Participated as members on 10 national technical committees
- Participated in 10 research projects to support new design approaches, technologies, and innovations
- Responded to all maintenance and construction requests for support regarding projects, PDA testing, rock falls, landslides, and slope stability issues
- Attended TRB and the Northwest Geotechnical Workshop

2015 Performance Goal

- Maintain technical expertise to support project delivery
- Update the UDOT Geotechnical MOI

GEOTECHNICAL DESIGN

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Right of Way Division **PERFORMANCE MANAGEMENT**

TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS

2015

Acquisitions

Contractor Trespasses

Property Management

Surplus

Permits





RIGHT OF WAY

The **Right of Way (ROW)** Division manages multiple programs as it pertains to UDOT's real estate assets.

The ROW Team helps Optimize Mobility by:

- acquiring properties needed for transportation purposes
- relocating displaced businesses and people
- providing leadership in surveying and right of way design policy and procedure
- preserving high priority transportation corridors and alleviating hardships caused by the planning process within said corridors
- directing the Attorney General in resolving condemnation cases expeditiously

The ROW Team helps Strengthen the Economy by:

- returning properties to private ownership via the sale of excess land
- managing UDOT's reputation and return on investment on properties purchased and not yet incorporated into projects
- overseeing and providing assistance to local government right of way projects with state and federal funding
- leasing and bartering Interstate rights of way to advance Utah's telecommunications initiatives
- providing leadership in outdoor advertising control and encroachment permitting

The ROW Team helps Improve Safety by:

- evaluating and determining values for potential L/A and N/A line breaks
- converting project files and plan sets to digital formats for easier access by internal and external customers
- leasing and bartering Interstate rights of way to advance Utah's telecommunications initiatives

2015 Performance Goals

The Right of Way Division will focus primarily on the following measures:

- Acquisition Success Rate
- Contractor Trespasses
- Manage the Risks Associated with Advertising Projects with Limitations of Operations
- Increase Property Management Efficiencies and Revenue Generation
- Reduce Response Time to Process Limited Access/No Access Applications and Administrative Appeal Hearings

RIGHT OF WAY

Acquisition Success Rate

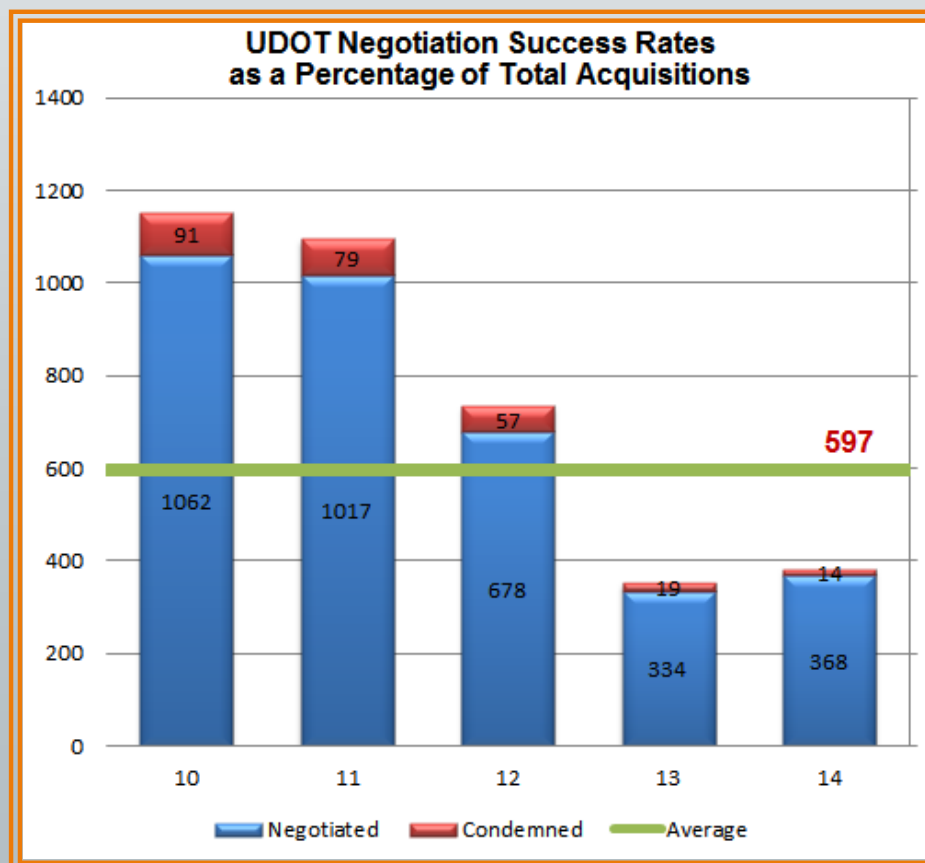
This measurement tracks the percentage of properties acquired via negotiated contract versus those which required the use of eminent domain through the courts. The inverse percentage is the Condemnation Rate, or the percentage of properties acquired via the use of condemnation. Clearing properties through the court system takes significantly longer and typically costs more than via negotiated contract

2014 Accomplishments

- UDOT's Right of Way Division acquired 382 ownerships during FY14, up from the 353 acquired during FY13. This means we averaged 1.8 property closings per work day for the year with a 31% lower condemnation rate of 3.7% in FY14 vs FY13's 5.4%

2015 Performance Goal

- Successfully acquire 94% of properties via negotiated contract

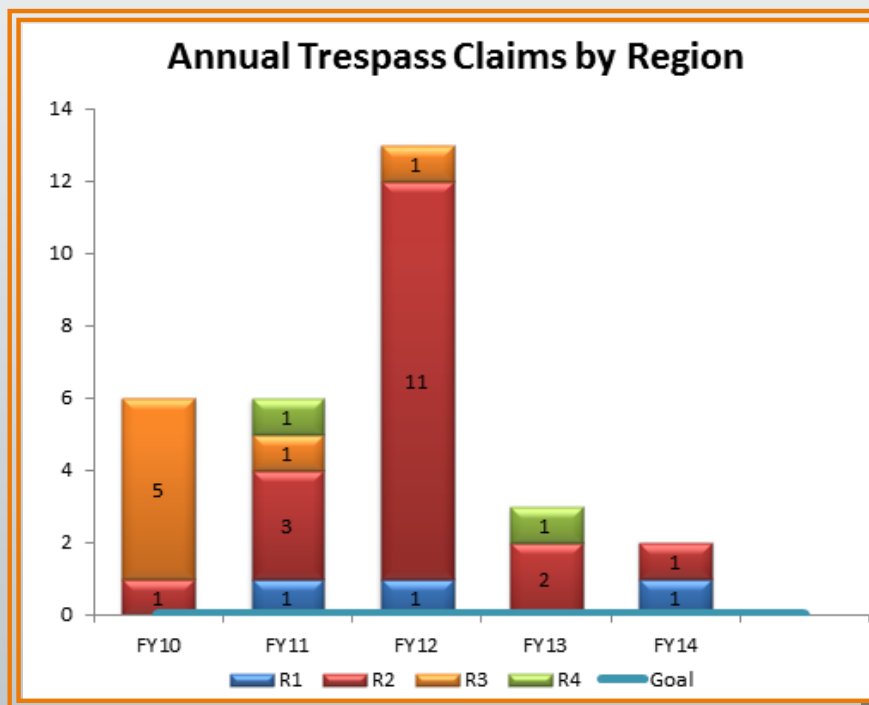


ACQUISITIONS

RIGHT OF WAY

Contractor Trespasses

This measurement is part of managing the risks associated with advertising projects with limitations and general contractor trespass (the use of non-UDOT property to build, stage, store, or otherwise occupy without legal occupancy.) Our ultimate goal is to achieve zero trespasses on every project, and to achieve a rapid resolution to any inadvertent trespasses.



2014 Accomplishments

- 2014 we placed a continued emphasis on focusing our communication with each region to heighten the awareness of trespass avoidance, and also working with Construction Contracting to strengthen the language and consequences to contractors who trespass in future construction contracts. As a direct result of these actions, we saw a 50% reduction in contractor trespasses from 2013

2015 Performance Goal

- We are continuing with our communication efforts with each region to keep the awareness of trespass avoidance with each project, and reinforcing the Construction Contract language and responsibility to contractors who trespass in all contracts, along with ongoing language clarifications as necessary.

RIGHT OF WAY

ROW Property Management

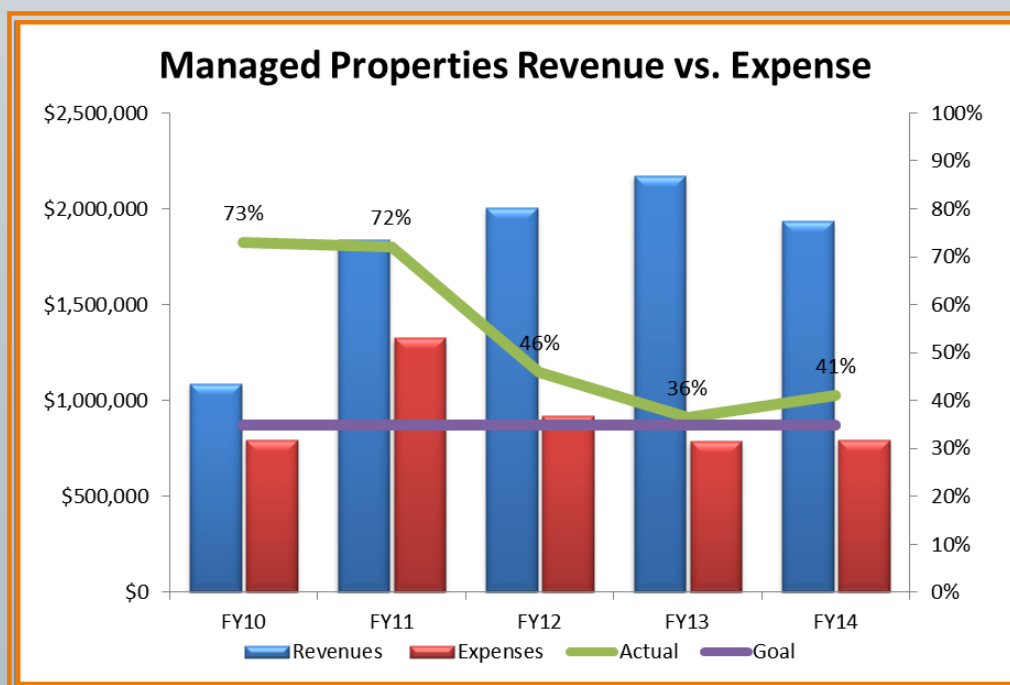
UDOT Property Management contracts with a professional property management firm to manage the dozens of leased properties in future transportation corridors until the properties are needed for the projects. It is important that each property is well maintained to ensure that the tenants are safe and UDOT's reputation is upheld. This measurement is a ratio of how much income the properties produce versus how much it costs to keep the properties maintained

2014 Accomplishments

- In 2014, Property Management achieved an expense ratio of 41% of revenues, which represents an increase of 14%. This was due to a decrease of six rental units on the Antelope Drive project, and a change in property management firms which led to some rehabilitation expense to bring some properties up to UDOT standard

2015 Performance Goal

- Property Management will continue to focus efforts on ensuring that each property is well maintained and safe for each of our tenants. This measurement is a ratio of how much income the properties produce versus how much it costs to keep the properties maintained



RIGHT OF WAY

Surplus Land Disposal (Region to Complex Signatures to Sold) Turnaround Time

2014 Accomplishments

- In 2014 the Average Number of Days from Initial Region Review to Complex Signature Approval dropped from 101 days to an average of 64 days, an overall 37% reduction from 2013

2015 Goal

- Our goal is to achieve a turnaround time of less than 30 days from the initial Region request to obtaining all signature approvals to dispose of the property

Excess Land Disposal Package Review & Approval Turn Around Times

	2013		2014		2015 ***YTD 01/29/2015	
	*No.	**Avg. of Days	*No.	**Avg. of Days	*No.	**Avg. of Days
Region 1	51	28	84	31	32	45
Region 2	125	67	73	76	41	76
Region 3	55	155	48	179	20	79
Region 4	34	29	34	216	16	61
Total	265	69	239	125	109	62 Days

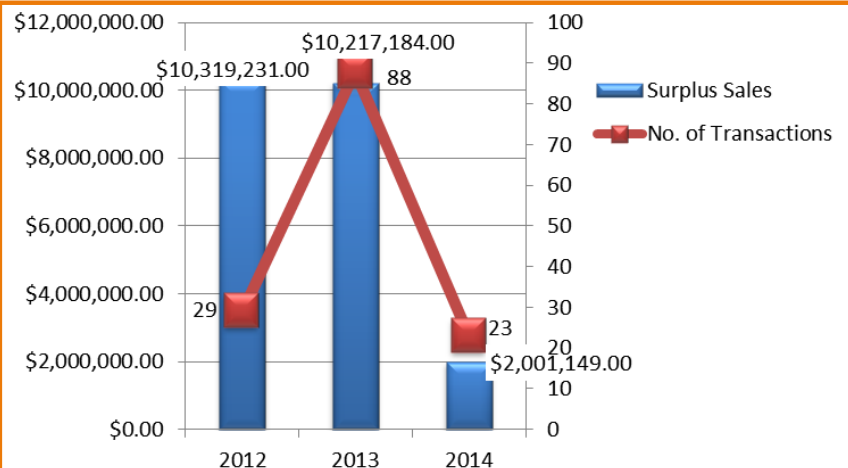
Surplus Properties Sold and Revenues Generated for Additional Projects

2014 Accomplishments

- During 2014 the Property Management section sold 23 properties generating \$2 million dollars that were returned to the Transportation Fund

2015 Goal

Our principal strategy is to manage properties until a potential buyer contacts the Department. However, as needs dictate, we will expeditiously market surplus properties to alleviate maintenance challenges, aid with projects' planned cash flow strategies, etc. Our main goal is to ensure that the properties are available for sale if/when needed, and that UDOT obtains the highest value for its assets at the point of sale



SURPLUS

RIGHT OF WAY



Encroachment

UDOT's Statewide Permitting Operations Program partners with local agencies, developers, utility providers, and industry professionals to directly aid the Department in achieving its declared Strategic Goals. These statewide programs include encroachment permits, access permits, special event permits, outdoor advertising control, and professional subsurface utility location services through the Blue Stakes of Utah program.

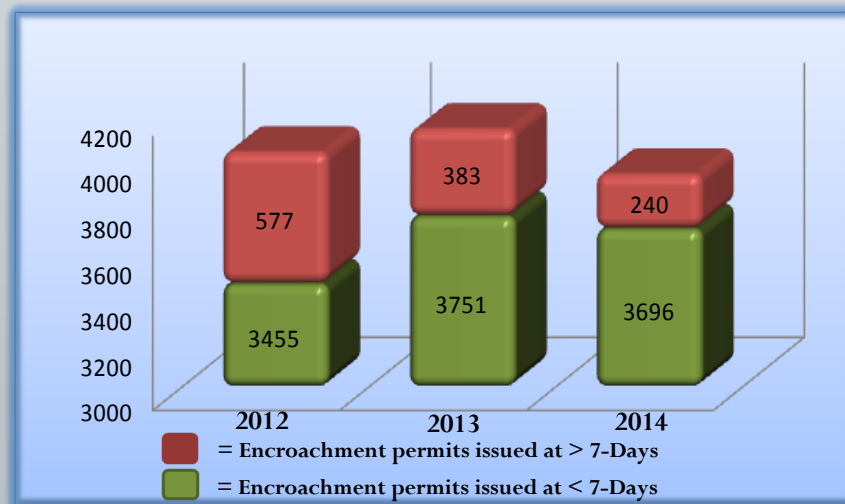
All statewide permitting programs are focused on achieving consistency while also delivering operational excellence. These goals are designed to continuously improve process efficiency, turnaround performance, and overall program quality. They are achieved through collaboration and teamwork among a dedicated multidisciplinary team of both Region and Centralized staff. A great example of this statewide process improvement is reflected in the chart below showing a clear three-year performance improvement trend in the high-volume statewide encroachment permits arena.

2014 Accomplishments

- Less than six (6) percent of encroachment permits are taking more than a calendar week to issue. That means an outstanding 94 percent on-time delivery rate
- Issued a total of 3,936 encroachment permits in 2014
- Issued an average of **328** encroachment permits per month, or almost 76 per week

2015 Goal

- Target 95 percent (or higher) on-time encroachment permit issuance rate (< 7-days from application submittal)



The above chart represents a 41 percent reduction in the number of encroachment permits being issued in more than seven (7) days from application submittal (577 down to 240)

RIGHT OF WAY



The Department's Outdoor Advertising Control Program is in its 47th year of operation. Its origins track back to 1968 when the Utah State Legislature enacted the Utah-Federal Agreement (Utah Administrative Code R933-5) in response to the Federal Highway Beautification Act of 1965.

The Program's principal function is to protect the State Highway Transportation Fund, which effectively insures the State against tens of millions of dollars of loss that can be triggered if the department fails to maintain "effective control" over off-premises advertising on controlled routes.

Through the regulation of outdoor advertising the Program creates a controlled billboard market along these controlled routes. This controlled market results in three conditions relating to UDOT's Mission and Zero Fatalities. Those three conditions are as follows:

1. It limits the proliferation of outdoor advertising across the state
2. It helps prevent driver distraction near intersections, interchanges, and other critical areas
3. It serves to ensure equal advertising access in proximity to the state's controlled highway facilities

2014 Accomplishments

- The Program received a national award from the National Alliance of Highway Beautification Agencies for its innovative GIS map. UDOT was one of only three State DOT's to receive such an honor in 2014
- The Statewide Permits Officer led a successful effort to convert 47 years of hard copy permit records, have them digitized into electronic files, and made them easily accessible through the ProjectWise platform where files are now maintained in a paperless electronic format
- The Program maintains a low permit denial appeal rate at only three (3) percent of all permit denials escalating to an appeal
- Applicant feedback from the largest group of permit holders is consistently positive

2015 Goals

- Maintain low permit appeal escalation rate at less than five (5) percent.
- Enact an update to the associated administrative rule (R933-2)

PERMITS



Preconstruction Division ***PERFORMANCE MANAGEMENT***

TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS

2015

Standards

Consultant Services

Project Management

BIT

GIS

PRECONSTRUCTION

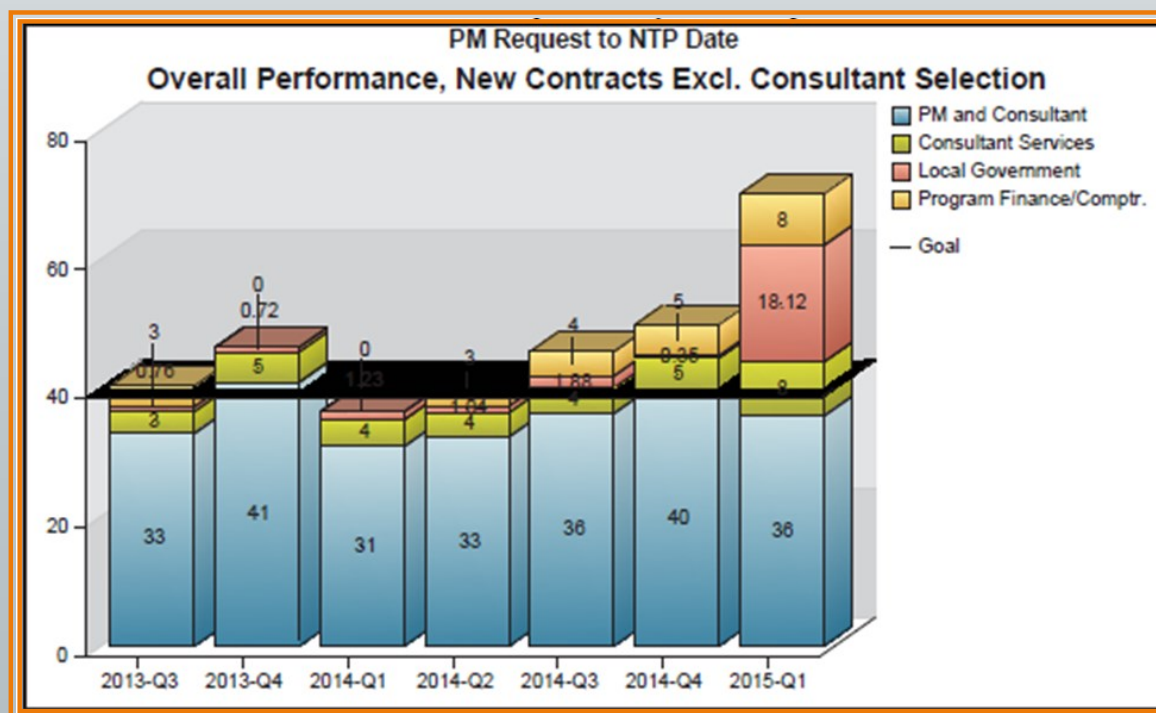
The **Consultant Services Division** administrates and facilitates the program for selection of engineering and engineering related consultant services and contract writing for UDOT. We have qualification-based methods in place to select consultants for projects; i.e., project-specific Request for Qualifications (RFQ)s, General Engineering Services and Local Government Pool (Pool).

The Consultant Services Division plays a supporting role to Project Managers in striving for the Strategic Goals. One way we assist Project Managers in Optimizing Mobility and Strengthening the Economy is by streamlining and reducing the time it takes to complete contract and modification requests from the time the Project Manager requests a contract until the Notice-to-Proceed is issued to consultants. We are always working towards decreasing this time.

The graphs below track, on a quarterly basis, the average number of calendar days it takes to complete pool and RFQ contract and modification requests.

2015 Performance Goal

- 40 days new contracts



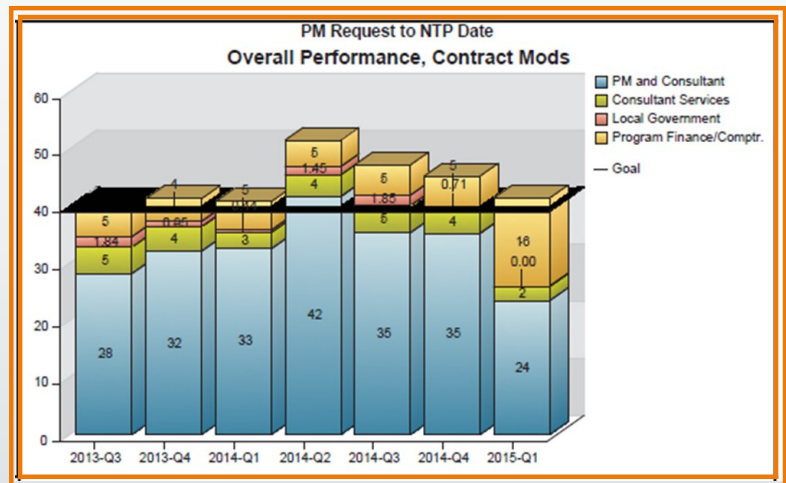
PRECONSTRUCTION

2015 Performance Goal

- 40 days modifications

2014 Accomplishments

In order to assist Project Managers in meeting the Optimize Mobility and Strengthen Economy Strategic Goals, we strive to reduce the turnaround times on new contract and modification requests.



- We developed and implemented a process for consultants to certify they are still qualified to perform services in the General Engineering Services and Local Government Pool. This allowed UDOT to maintain the streamlined pool consultant selection process and still be compliant with the revisions to the Utah Procurement Code
- We improved the performance measurements in order to identify the areas where improvement is needed (see following charts)
- We developed and implemented a streamlined way to add sub-consultant individuals digitally to a contract without a formal modification to the contract but still requiring appropriate level of approvals, called a CMS Alternative Staff Transaction
- We trained new UDOT Project Managers and consultants. In addition, we provided one-on-one training and refresher training to UDOT Project Managers, consultants, and local governments on procurement and contracting processes
- Lowered the mandatory amount required for public involvement negative modifications
- Revised the Federal Aid Agreement updating it with current standards
- Refined the consultant selection debrief process
- Developed and implemented enhancements of the Contract Management System (CMS)
- Developed the local government on-call contract for UDOT staff augmentation
- Streamlined an electronic way to add sub-consultant individuals to a contract without a formal modification to the contract but still requiring appropriate level of approvals, called a CMS Alternative Staff Transaction
- CMS obtains the amounts encumbered and paid on contracts from FINET and displays the information on the contract screens increasing transparency for users
- Categorized contracts by type such as on-call, project-specific, or current expense increasing ease of Identification
- Identified party responsible for next action on screens to increase intuitive nature of information
- Incorporated information on consultant liability insurance coverage in CMS to increase transparency to consultants on their status

PRECONSTRUCTION

The **Standards and Design Section** manages several programs that are key to delivery of quality projects in the department. The Section's primary responsibility is to support the region offices, be available as a resource as needed for project support and provide tools that are requested by region teams. The Section is responsible to maintain UDOT Standard Specifications and Drawings, to evaluate design exceptions, waivers and deviations to the UDOT Standards, and is an integral resource to region design teams. The Section is responsible to oversee the development of programs such as Cost Based Estimating (CBE). CBE is established in the early phases of projects using Oman software to evaluate how projects are expected to be bid. The ability to accurately estimate the cost of construction projects results in more efficient fund management. Efficient fund management allows UDOT to better deliver the Three Strategic Goals: Preserve Infrastructure, Optimize Mobility, and Zero Crashes, Injuries and Fatalities. As an added benefit to the engineer's estimate, CBE is also used to provide specific constructability review support as well as support for change order evaluation in the construction phase. The Section works closely with FHWA on design/standards issues and program/process reviews. The Section is also responsible to maintain CADD Standards and Plan Sheet Development Standards.

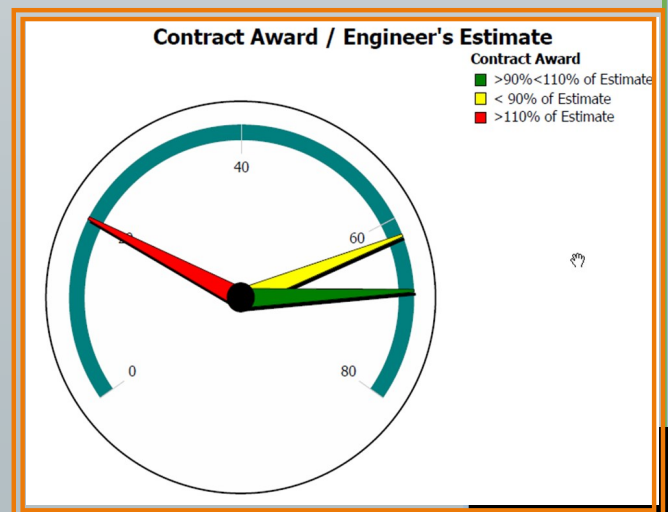
2014 Accomplishments

- 45% of our projects were between 90% and 110% of the engineer's estimate (green)
- 13% of our projects bid greater than 110% of the engineer's estimate (red)
- The comparison of the bid amount to the engineers estimate was 87% (not on graph)

Cost based estimating (CBE) was fully implemented in FY12 and results were more favorable at the end of the year. The CBE team has been able to collaborate with designers and project teams earlier in the project delivery process. The majority of projects, that were not with 90-110% of the estimate were smaller value projects (less than \$500,000). The amount of effort to refine these bids did not translate to cost effective use of funds. In addition, the bidding environment was extremely competitive due to a construction program that was much smaller than recent years. Nearly all projects, especially those less than \$500,000, were awardable at the time of bid according to our engineer's estimates. One other favorable result of CBE is maintaining the average award value above 80% of the engineer's estimate; this translates to funds being efficiently managed and potentially available earlier than in past years which means the Department can use those funds to address other ongoing needs earlier. The Department Improved its ability to readily award projects that preserve infrastructure (maintenance projects) and optimize mobility (capacity, choke points, spot improvements and safety projects).

2015 Performance Goals

- 50% or more of our projects between 90% and 110% of the estimate (green)
 - This measures the estimate accuracy
- 5% or fewer of our projects greater than 110% of the estimate (red)
 - This measures our ability to award projects
- The comparison of the bid amount to the engineer's estimate will average greater than 80%
 - This measures efficient use of funds



PRECONSTRUCTION

Central Project Management supports project managers and their teams in delivering quality projects within the planned scope, schedule, and budget. We work with them to develop processes and tools that support delivery success, improved communication, expanded management skills, and share innovations.

In order to make delivery improvements, we work closely with project teams to analyze and simplify project work-flow processes. We facilitate updates and enhancements to the Project Design Network (PDN), MS Project, and ePM. Project tracking and reporting tools are developed to assist the project managers in managing the projects assigned to them. We implement cross-organization communication through the 'PD Connect' brown-bag Webinars and coordinate with advertising teams (Construction and Program Finance), Portfolio Managers and PM Support Specialist's staff. We attend 80% of regular region PM meetings so we can better understand and help resolve project team issues. We provide training support to enhance project management and teambuilding skills.

2014 Accomplishments

There were 153 projects advertised during the 2014 calendar year with 75% of these projects advertised on time. This percentage is below the goal of 85% and is cause for some concern. New emphasis on project schedules has helped to track projects more closely and in 2015 we will look to improve this percentage to be back with our standards.

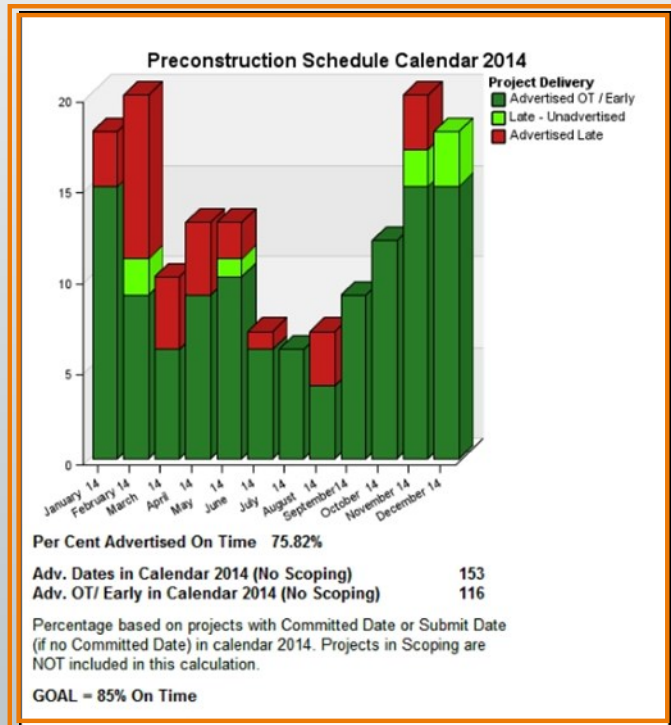
An updated version of the Project Delivery Network was released for 2014. This document will continue to evolve and sections were discussed during bi-monthly PD Connect Webinars where suggestions were noted and tracked for further version updates.

Three full days of project manager training were held in 2014. In March, a session focusing on project manager duties, meeting preparation, using schedules in meetings, and a Q&A with UDOT Deputy Director Shane Marshall was held. In April, training was provided that focused on a project manager's responsibilities in the area of Public Involvement. Then in September, FHWA and UDOT's Local Government Engineer presented a full day session addressing Local Government projects and issues.

2015 Performance Goals

A version update of the Project Delivery Network will be completed in early 2015 and will incorporate updates from all disciplines involved along with comments gathered throughout 2014. Once this is final, each discipline will be asked to provide a training specific to their area. This training will then be incorporated into a more comprehensive online Project Manager training that will be made available to all UDOT employees as well as consultants.

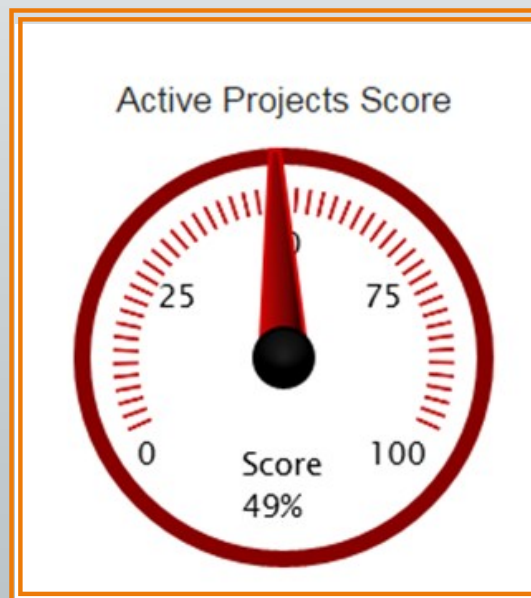
Project Management training with specific emphasis on MS Project scheduling will be provided in the spring of 2015 to all regions and to Project Managers in a Retreat in April. All of this training will point to improving the *Active Projects Score* by at least 10 percentage points for 2015 – up to 60%. This will allow us to continue to deliver our projects on time and with a more accurate schedule.



PRECONSTRUCTION

A new Project Management Engineer was hired to work with our team and two rotational engineers were able to gain valuable experience with helping to train new project managers. Six new project managers were trained throughout the year with individual training provided to each in addition to the group training mentioned above.

A new gauge to help measure how project managers are at keeping their schedules updated was introduced and will be used going forward. It provided an *Active Projects Score* for each Project Manager, Region, and for the entire State. We have hovered around 50% for this year and look forward to better understanding and training in 2015 to show improvement.



2015 Performance Goals

A version update of the Project Delivery Network will be completed in early 2015 and will incorporate updates from all disciplines involved along with comments gathered throughout 2014. Once this is final, each discipline will be asked to provide a training specific to their area. This training will then be incorporated into a more comprehensive online Project Manager training that will be made available to all UDOT employees as well as consultants.



PRECONSTRUCTION

Business Information Technology (BIT) is part of UDOT's Project Development group and is made up of UDOT employees, DTS employees, and independent consultants who are focused on providing tools and applications in support of UDOT's project delivery process. In that effort, BIT supports a number of applications that are used by Region and Central personnel in the planning, design, and construction of roadway projects. As a support organization, BIT is responsible for overseeing the completion of project and task requests from other areas of Project Development, as well as compliance with DTS policies and procedures.

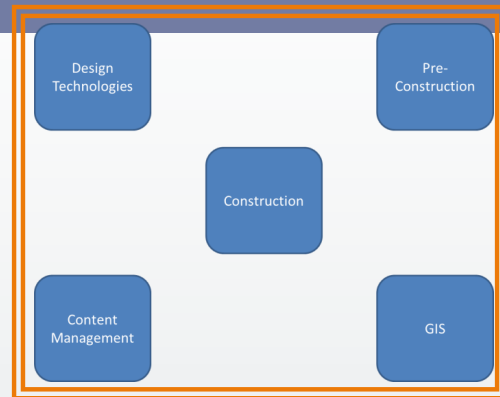
The focus of the BIT teams is to complete the development and/or implementation of projects in keeping with our four strategic goals; Preserve Functionality, Optimize Usability, Improve Data Quality, and Strengthen Technology Investments.

2014 Accomplishments

The lists below contain all the projects that were completed by BIT during 2014 in each of the four strategic goal areas.

- The goal of Preserve Functionality is to assure that the systems we support are operational and available in order to support our customers' business needs
- Implementation of new Staff Augmentation process
- Upgrade to Oracle 11G
- Upgrade of UDOT's Electronic Bid System to online UBIDS application
- Initial implementation of new Digital Signature process to replace IdenTrust
- Completed modifications to PDBS Engineer's Estimate to reflect new business processes
- Year end roll in ePM
- Multiple updates of ePM 506 report to meet business needs
- Completion more than 200 tasks in ePM, CMS, and PDBS for data fixes/break fixes/minor enhancements

PRECONSTRUCTION



Preserve Functionality –

- Implementation of new Staff Augmentation process
- Upgrade to Oracle 11G
- Upgrade of UDOT's Electronic Bid System to online UBIDS application
- Initial implementation of new Digital Signature process to replace IdenTrust
- Completed modifications to PDBS Engineer's Estimate to reflect new business processes
- Year end roll in ePM
- Multiple updates of ePM 506 report to meet business needs.
- Completion more than 200 tasks in ePM, CMS, and PDBS for data fixes/break fixes/minor enhancements

The goal of **Optimize Usability** is to constantly strive to make the applications we support easier to use while improving the available functionality.

The goal of **Preserve Functionality** is to assure that the systems we support are operational and available in order to support our customers' business needs.

Optimize Usability –

- Modifications to ePM 370 to enhance usability for Program Managers
- Updates to ePM 510 for better project schedule tracking
- Implementation of new DTS security standards
- Setup and management of new DTS software for deployment of changes to the production environment for all systems
- Updates to the Project Manager Toolbox for improved ease of use
- Creation of more than 15 new Cognos Reports
- Release of Non-PIN Project Sites in Interchange
- Release of Team Sites in Interchange
- Release of Design Review capability in Interchange
- Creation of Davis Bacon Import to eliminate manual entry into PDBS Civil Rights



PRECONSTRUCTION

Improve Data Quality –

- ePM Environmental process rewrites and report changes
- New GIS views to create unification of data between ePM and UGATE
- Implemented QC/QA search capability within ProjectWise to assist the CADD group

Data is one of UDOT's most valuable assets. The goal of **Improve Data Quality** is to constantly assure the data in our systems are fit for their intended uses in operations, decision making and planning

The goal to **Strengthen Technology Investments** is to assure that every dollar spent on technology returns real value to the Department.

Strengthen Technology Investments –

- Construction Portal released January 2014
- External Document share and Collaboration
- Creation of new online help and training videos for PMO
- Upgrades to PMO/PWA
- Completion of identified FMIS 5.0 requirements
- Completed proof of concept for new Online Permits public interface
- Created new reporting to support the Governor's SUCCESS Framework

PRECONSTRUCTION

2015 Performance Goals

The goals for this year are focused on creating efficient processes to manage our systems and projects. They are not broken up into the four strategic goal categories but by the areas the team will be working towards improving.

Project Management-As project managers of PMT projects, the BIT team is responsible for tracking scope, schedule, and budget for those projects.

Specific Goals

- Creation and implementation of MS Project templates for managing all PMT projects
- Compliance with DTS Software Development Lifecycle document requirements for PMT projects
-

Process Management-The BIT organization is responsible for developing and integrating software requirements into business processes, while complying with DTS requirements.

- Creation of project workflow to incorporate UDOT and DTS Processes
- Creation of a new Project Request template to improve project scoping
- Creation of a new Steering Committee charter to solidify business requirements within the development process

Project Planning-The BIT team is responsible for facilitating long-term planning for applications.

Work with the business to create a 3 Year Plan for all applications

Identify GIT points of integration for each application

Service-The BIT team manages day to day processes to support end users:

- Reporting-both ad hoc and system reporting
- System Maintenance-break fix, data quality fixes, security, software upgrades, etc.
- Training-train the trainer for new system processes

All specific accomplishments (test track items, reports, project completion, etc.) will be reported in the above categories.

PRECONSTRUCTION

The **Geographic Information Systems (GIS)** Section is a support group that guides GIS implementation throughout UDOT. Our primary responsibility is to make GIS an integral part of business at UDOT by supporting the work of various groups in the central and region offices with spatial data and applications. We support UDOT's strategic goals; zero crashes, injuries and fatalities, preserve infrastructure, and optimize mobility, by providing easy access to and visualization of relevant data for improved decision making.

Our goal is a consistent and scalable GIS implementation strategy that will support the work of all groups within the department. GIS supports UDOT's emphasis areas by providing increased and enhanced access to data and analysis methods.

- Integrated Transportation – greater and quicker access to better data improves decision making
- Collaboration – GIS data and tools facilitate and strengthen UDOT partnerships internally and externally
- Education – geospatial visualization improves communication and public outreach
- Transparency – GIS tools facilitate transparency by enabling user-friendly and intuitive access to data
- Quality – quality DOT work is enhanced by intelligent GIS data and tools

Our projects focus on meeting the needs of the regions, our internal groups, and statewide collaboration to support the UDOT vision, keeping Utah moving.

Vision Statement

UDOT GIS strives to create powerful tools that put relevant data in the hands of quality people for better and more informed decisions.

PRECONSTRUCTION



2014 Accomplishments

Right of Way (ROW) GIS Layer

- A GIS layer showing UDOT ROW extracted from project design files that may be used by all regions to update and manage a spatial ROW layer. This project includes a standard process to geo-reference scanned plans that can be used for ROW research tasks

Program and 3 Year Plan Maps

- A Three Year Plan map gallery on UPlan tied to ePM that facilitates project synchronization and local government collaboration

GIS Section Plan and Supporting Groups

- A GIS Group with a matrix structure has been established including 4 supporting groups, a strategic plan, a communication plan and project prioritization guidelines

Best Practice Documentation

- UPlan and ArcGIS best practice documentation to support a consistent GIS implementation

GIS Team Site

- An Interchange site to support the GIS Section and its supporting groups. It is used to help track tasks, support matrix transparency, share documentation, and provide a forum for group discussion

Open Data Implementation

- Incorporating Esri's Open Data solution into the UDOT data portal provides an improved user interface, additional download formats, and filtering options

Data Assessment Sheets

- Metadata sheets for each UGate data layer that describes the data, data refresh rates, and any use limitations

Mandli Feature Inventory Data

- GIS data layers created from 2014 Mandli data collection to provide easy web visualization and access to data

Data Assessment Form			
DATA NAME: Surface Area - Tenth Mile Increments SOURCE SYSTEM: MANDLI DATA STEWARD: Austin Baysinger CONTACT: abaysinger@utah.gov UGATE LINK: Click here for more info. LAST UPDATE: 4/23/2014 DATA DESCRIPTION: This layer contains surface area values, including surface type information, in tenth mile details for the state route system. This layer was collected in the summer of 2012 via the LIDAR asset data collection process. The source of the data is from asset management DEIGHTON system.		<p>DATA SNAPSHOT</p>	
UPDATE CYCLE: Update frequency of the data on UGATE and UPLAN. DAILY WEEKLY MONTHLY ANNUALLY MANUAL/UNDEFINED Notes: Data was collected in 2012 and deployed in 2013.			
USABILITY: Quality and purpose of the data. FINAL QA/QC SPECIAL PURPOSE RESTRICTED Notes: Data is the public final draft. Data was QC'ed by UDOT after collection. Errors and omissions may still exist in the data.			
COMPLETENESS: Draft state of the data attributes and geometry. FULL PARTIAL/ALL AVAILABLE WORKING DRAFT Notes: Data is available for all state routes. Data was not collected for Federal Aid Routes. Errors and omissions may still exist in the data.			
APPEARANCE/SYMBOLIZATION STANDARD: Symbology standards used on UPLAN, if applicable. DEFINED REQUESTED PREFERRED UNDEFINED Notes: Symbology was set by UDOT GIS Analyst.			

PRECONSTRUCTION

2015 Performance Goals

- Improve access to data from Web GIS applications by adding new data layers and enhancing functionality
- Increase department wide use of GIS through training, communication, and region collaboration. We will focus on statewide implementations that meet region needs and provide necessary follow-up to ensure success
- Improve performance measures to build metrics to illustrate efficiency gains and program growth. These measures will be built using our existing baseline

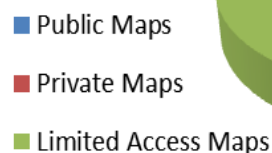
2014 Performance Baseline

UPlan Maps

- 414 public maps
- 628 limited access maps
- 20 private maps

ArcGIS Services that support UPlan

- 170 public services
- 17 secure services
- 1 geoprocessing services



PRECONSTRUCTION

Positive post training customer survey results

	Very useful	Moderately useful	Not useful	Total
Using the Report Auto Generator	50.00% 28	42.86% 24	7.14% 4	56
Navigating and searching for content on UPlan	71.43% 40	26.79% 15	1.79% 1	56
Using the Linear Bench Tool	53.57% 30	44.64% 25	1.79% 1	56
Connecting to UPlan on a mobile device	41.82% 23	50.91% 28	7.27% 4	55
Connecting to Google, Streetview and new Photolog from UPLAN	70.18% 40	28.07% 16	1.75% 1	57

Performance Measurement

The success of the GIS section will be measured in 2 ways.

- Efficiency gains
- Program growth

Efficiencies gained through time and cost savings can often be difficult to measure. We will begin using a standardized form to help document these efficiencies in 2015. The form will be completed at the end of each project.

Web service use, website monitoring, new GIS layer creation, and customer feedback are ways to measure program growth. In 2015 we will actively monitor the growth of the UDOT GIS program.



Environmental Services Division PERFORMANCE MANAGEMENT

***TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS***

2015

Environmental Matrix

6004 MOU

Biological Resources

Cultural Resources

Training

Wetlands and Waters of the U.S.

ENVIRONMENTAL SERVICES

Environmental Service Division provides support and technical expertise in the evaluation and Implementation of environmental impacts analysis for transportation improvement projects. These projects are compatible with the natural and built environment and are an asset to the residents of the State. Environmental Services is responsible for developing guidance documents and processes to ensure compliance with all state and federal environmental laws and regulations. We also develop and maintain positive working relationships with our Federal and State regulatory partners in order to implement our program in the most effective and efficient ways possible.

Environmental Services has a small but knowledgeable staff with expertise in archaeology, historic architecture, landscape architecture, wetlands, water quality, noise, and wildlife/threatened and endangered species among others. In addition, several staff members are well-versed in implementing the National Environmental Policy Act (NEPA). Our staff is dedicated to partnering with Region Environmental staff and Project Managers to develop scopes of work, establish project teams, and perform NEPA analysis and

Environmental Matrix

In September 2012 Environmental Services transitioned to a “matrix” style organization. The goals of applying a matrix-type structure to the Environmental Services Division are to 1) Increase Efficiency, 2) Improve Consistency, and 3) Enhance Core Competency.

These will be achieved by:

- Applying resources where and when needed given our fluctuating workload
- Being more consistent in our analysis approach and communication with our partners (e.g. Federal and State agencies, Local Governments, Region clients)
- Creating opportunities for employees to gain experience and develop a broader level of understanding in identified environmental resource areas

This change allows work to be assigned to available personnel regardless of geographical location. Until recently projects were not typically assigned to personnel outside of a respective Region. This re-organization allows projects to be assigned to personnel with more availability and align a project with the technical expertise it requires. We track the number of projects and assignments made through the matrix to ensure these goals are being met as well as to establish the benefit of this organization. In addition, we track the timeliness of project delivery.

2014 Accomplishments

- Used the Matrix to assign and tract projects between regions to better utilize resources
- Provided cross-training opportunities to employees
- Improved consistency throughout the program

2015 Performance Goals

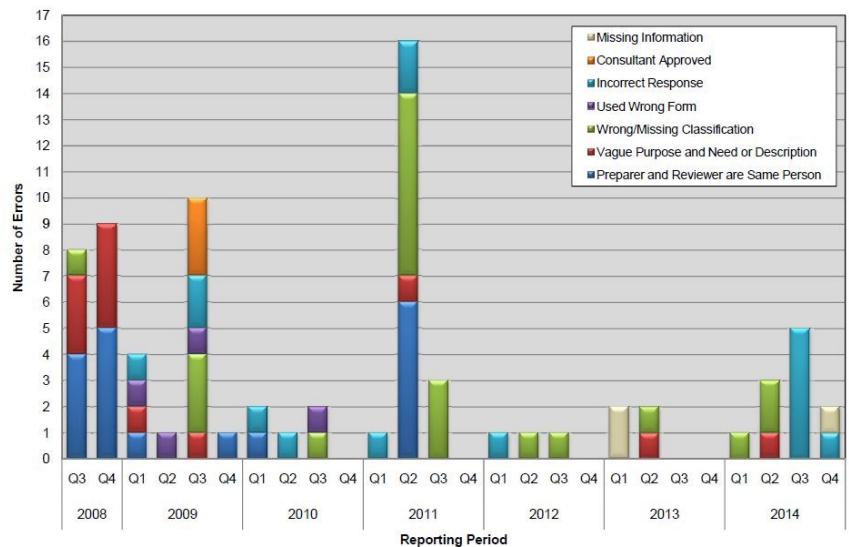
- Develop performance measure to track the effectiveness of the Matrix
- Further develop the process of project-sharing

ENVIRONMENTAL SERVICES

6004 MOU

The 6004 MOU was renewed again in for an additional 3-year term. This agreement delegates the authority to UDOT from FHWA for the determination and approval of select Categorical Exclusions (CEs) prepared in part to comply with NEPA. As part of the 6004 MOU we track various performance measures, namely the number of CEs prepared and the percent errors in each, as well as the types of errors.

6004 MOU Categorical Exclusion (CE) Delegation Quality Control



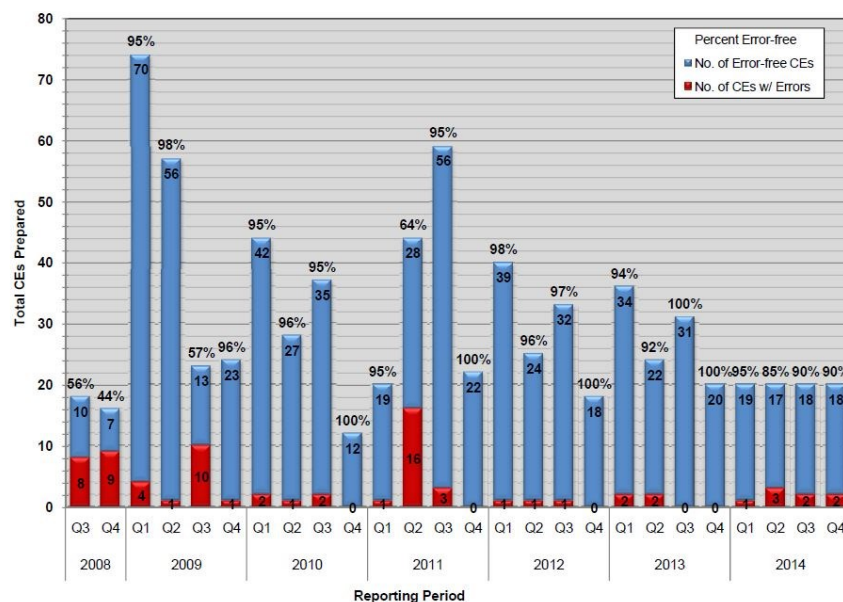
2014 Accomplishments

- Completed a total of 85 CE's under the 6004 MOU
- Produced error-free CEs with 90% average success rate

2015 Performance Goal

- 100% error-free CEs

6004 MOU CE Reporting: Percent Error



6004 MOU

ENVIRONMENTAL SERVICES

Biological Resources

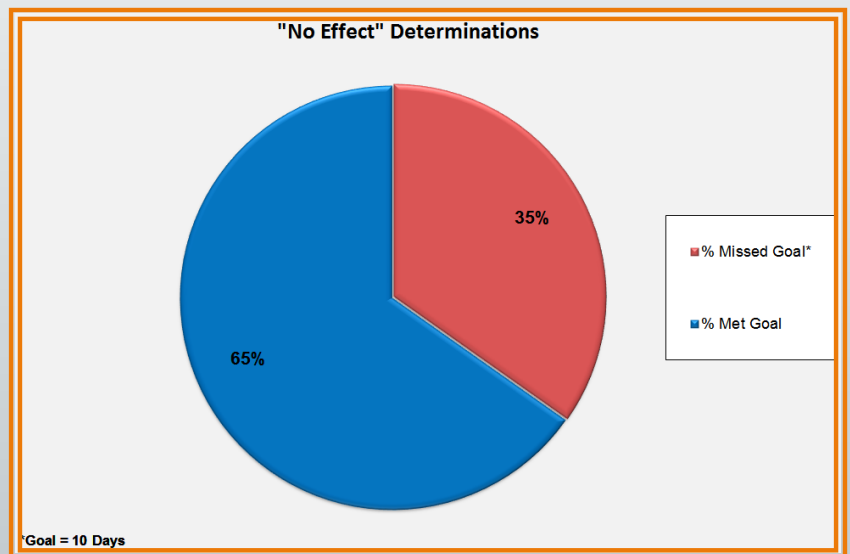
The Wildlife Program Manager oversees Endangered Species Act section 7 Consultation activities with the U.S. Fish and Wildlife Service. The Endangered Species Act (ESA) protects threatened and endangered species and their associated habitats. Activities performed in the Biological Resources Section includes the preparation of biological assessments for informal section 7 consultation for projects covered by the 6004 MOU, preparing and overseeing the preparation of biological assessments for formal section 7 consultations, reviewing and commenting on USFWS issued biological opinions and incidental take statements, as well coordinating with federal partners to develop mitigation and conservation measures to minimize impacts to threatened and/or endangered species and their habitats.

2014 Accomplishments

- Completed 65% within goal. Process and staff changes account for longer timeframes compared to previous year

2015 Performance Goal

- Improve timeframe to 90% or better (No Effect determinations within 10 calendar days)



Training

This past year Environmental Services organized and held several technical training sessions. Classes were open to a variety of audiences including UDOT staff, Federal and State regulatory partners, contractors and consultants.

2014 Accomplishments

- National Historic Preservation Act - Advanced Training
- Environmental Control - Supervisor Training

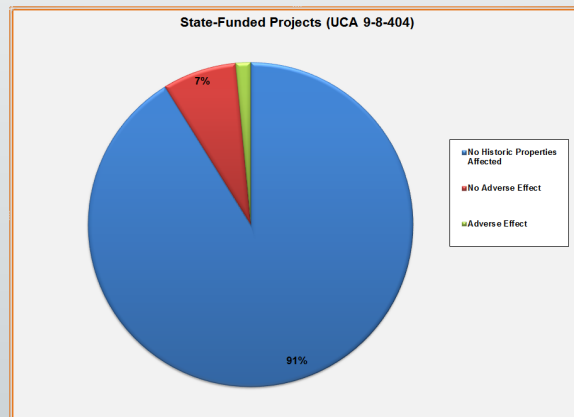
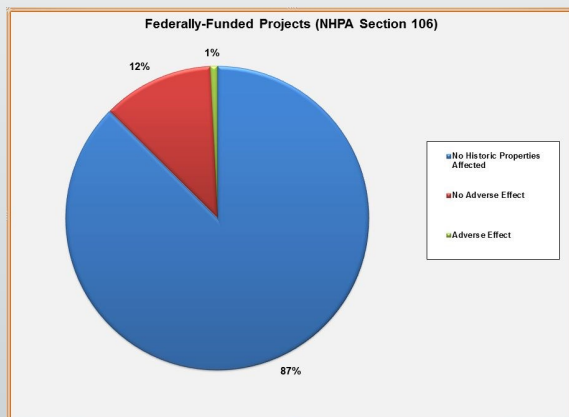
2015 Performance Goal

- Offer a variety of training sessions as needed to support the goals of the Department

ENVIRONMENTAL SERVICES

Cultural Resources

The Cultural Resources Section assists the Region Environmental Staff in reviewing construction and maintenance projects for impacts to archaeological sites and architectural structures in order to comply with Section 106 of the National Historic Preservation Act and the Utah State Antiquities Act (UCA 9-8-404). We work closely with Region project managers and design engineers, the Division of State History, and Native American tribes to identify ways to minimize or avoid impacts to these resources whenever possible. UDOT has a Programmatic Agreement with the Division of State History which streamlines the review process on projects that do not impact cultural resources. These projects are identified below as “No Historic Properties Affected” and comprise the majority of projects reviewed by UDOT.

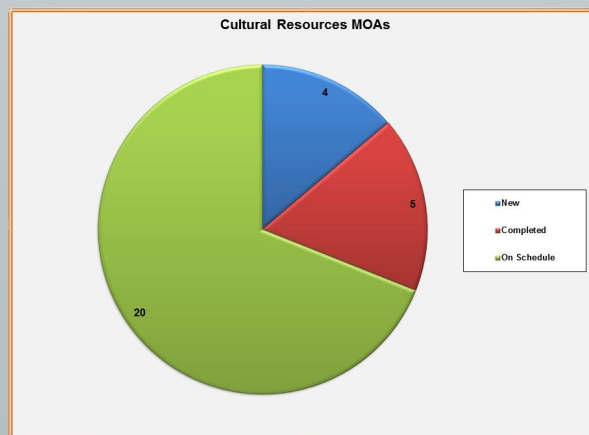


2014 Accomplishments

- Completed Determinations of Eligibility for 135 federally-funded projects. 87% of these projects resulted in a Finding of Effect as No Historic Properties Affected
- Completed Determinations of Eligibility for 68 state-funded projects. 91% of these projects resulted in a Finding of Effect as No Historic Properties Affected; no state-funded projects resulted in a finding of Adverse Effect
- Very few projects result in unavoidable impacts (identified above as “Adverse Effect”). In these cases, we negotiate a Memorandum of Agreement (MOA) which stipulates UDOT’s mitigation measures required to offset the impact(s). Mitigation often includes additional research which enhances the historic preservation efforts of local communities
- Negotiated 4 new MOAs and completed the requirements of 5 MOAs. Since mitigation can often take several years to complete, we currently have 20 active MOAs, all in various stages of completion

2015 Performance Goals

- Work to minimize cultural resources impacts
- Continue to partner with Region Environmental Staff to provide training on avoiding impacts
- Generate meaningful MOAs to offset unavoidable impacts. 80% of MOAs complete within the agreed-upon timeframe



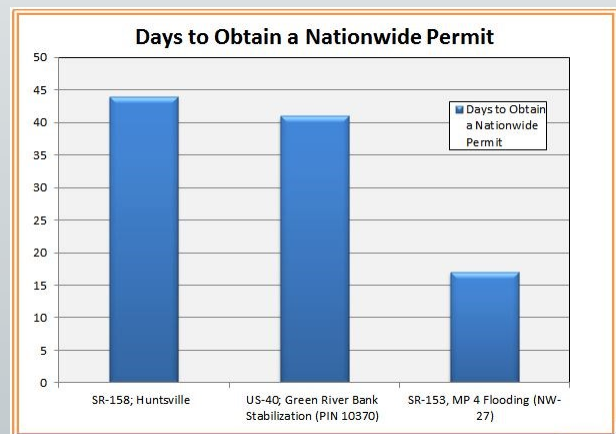
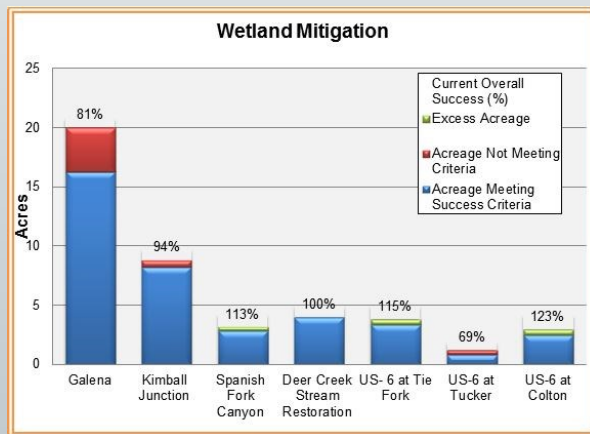
ENVIRONMENTAL SERVICES

Wetlands and Waters of the U.S.

UDOT's Landscape Architects have the responsibility of overseeing waters of the U.S. delineations, which includes wetlands, and acquiring permits from the U.S. Army Corps of Engineers and/or the State Engineer when a project impacts these waters. Obtaining permits from these agencies takes approximately one month for less complicated PGP-40 Permits, four months for Nationwide Permits, and over six months for Individual Permits.

2014 Accomplishments

- Conducted waters of the U.S. delineations:
 - Obtained nationwide permits from the USACE
 - Obtained Stream Alteration Permits from the Utah State Engineer
- Four of seven wetland mitigation sites have progressed to the point of meeting their established success criteria and requests have been submitted to the USACE for their consent



2015 Performance Goals

- Continue to work with resource permitting agencies to improve the delivery time of wetland and stream alteration permits in order to avoid any delays to project design schedule
- Ensure our constructed mitigation sites for project wetland impacts are progressing to meet establish success criteria within the established timeframe



Construction Division ***PERFORMANCE MANAGEMENT***

***TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS***

2015

Notice to Proceed
Process Review
Project Close Out
Innovative Contracting
Workzone Safety

CONSTRUCTION

Central Construction is an integral part of the state wide construction team. They provide assistance, Support and expertise for the duration of a construction project: advertisement, contract administration, and close out. They also coordinate statewide construction related training, and play a key role in updating policies, specifications, and manuals.

Advertisement: The advertising sections coordinates with the Regions to ensure complete bid packages are prepared and advertised. They also play a key role in processing addendums, opening bids, awarding projects, preparing contracts, providing contractors a notice to proceed and pre-qualifying contractors.

Contract Administration: Deputy Construction Engineers work closely with Region construction teams to provide any needed support, conduct process reviews and provide statewide continuity / consistency. Central Construction also provides support in use of programs such as PDBS.

Project Close Out: The central construction team assists the project teams in closing out construction projects. They provide support to Regions, and complete reviews and documentation necessary to close out the contractor's contracts. *Utility contracts are also reviewed and closed by this team.*

Other Duties: Statewide construction training such as CEMT, IQP, and Partnering are primarily developed and

Average Number of Days Award- Contractor-Proceed

Timely project delivery improves efficiency and decreases cost allowing more work to be done with fewer resources;

these cost savings fund new projects as they arise. Projects are the means by which we achieve our strategic goals of 1) Preserve Infrastructure, 2) Optimize Mobility, 3) Zero Fatalities.

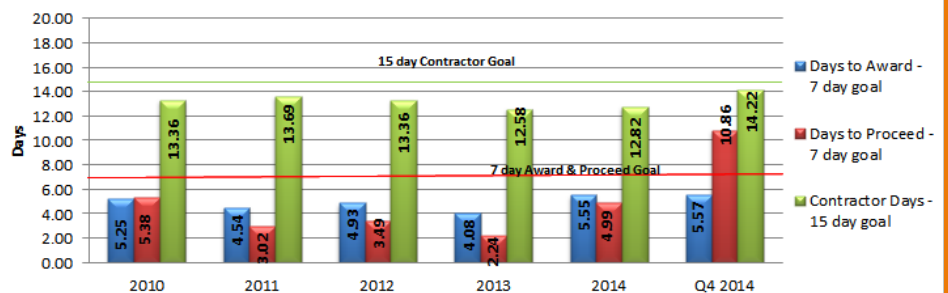
2014 Accomplishments

- Awarded contracts in less than 6 days, and received the signed contract from the contractor within 15 days

2015 Performance Goal

- Award contracts in 7 days, give notice to proceed in 7 days, and receive signed contracts from the contractor in 15 days. Continue to focus on making improvements

Average Number Of Days Award-Contractor-Proceed Q4 2014



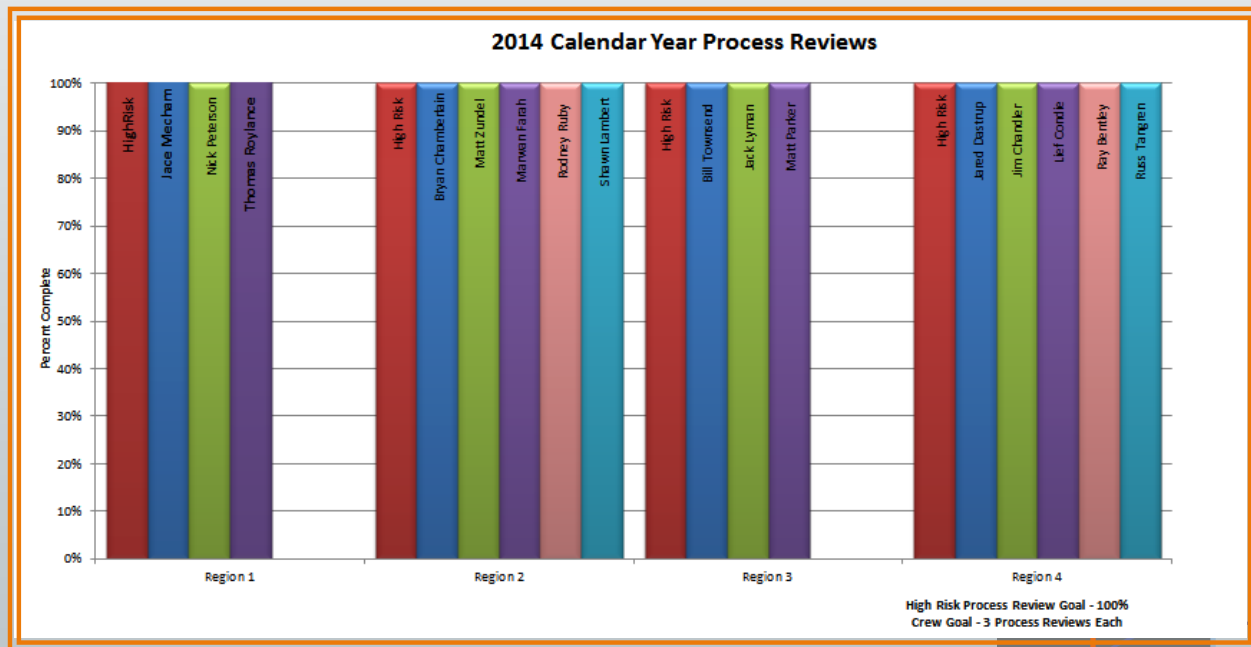
CONSTRUCTION

Calendar Year Process Reviews

The purpose of process reviews is to help make other project systems work better. Process Reviews are a status check of the documentation in a project file and they ensure that unnecessary delays are not incurred at close out due to missing or incomplete documentation.

2014 Accomplishments

- Performed a minimum of 3 Process Reviews per Construction Crew as well as performed 100% Process Reviews on High Risk projects as identified by the District Engineers. All Construction Crews were at 100% of this goal



2015 Performance Goal

- Perform at least three Process Reviews per construction crew and 100% Process Reviews on High Risk Projects as identified by the District Engineers
- Include all consultant RE's in the process reviews

CONSTRUCTION

Average Days - Construction Closeout

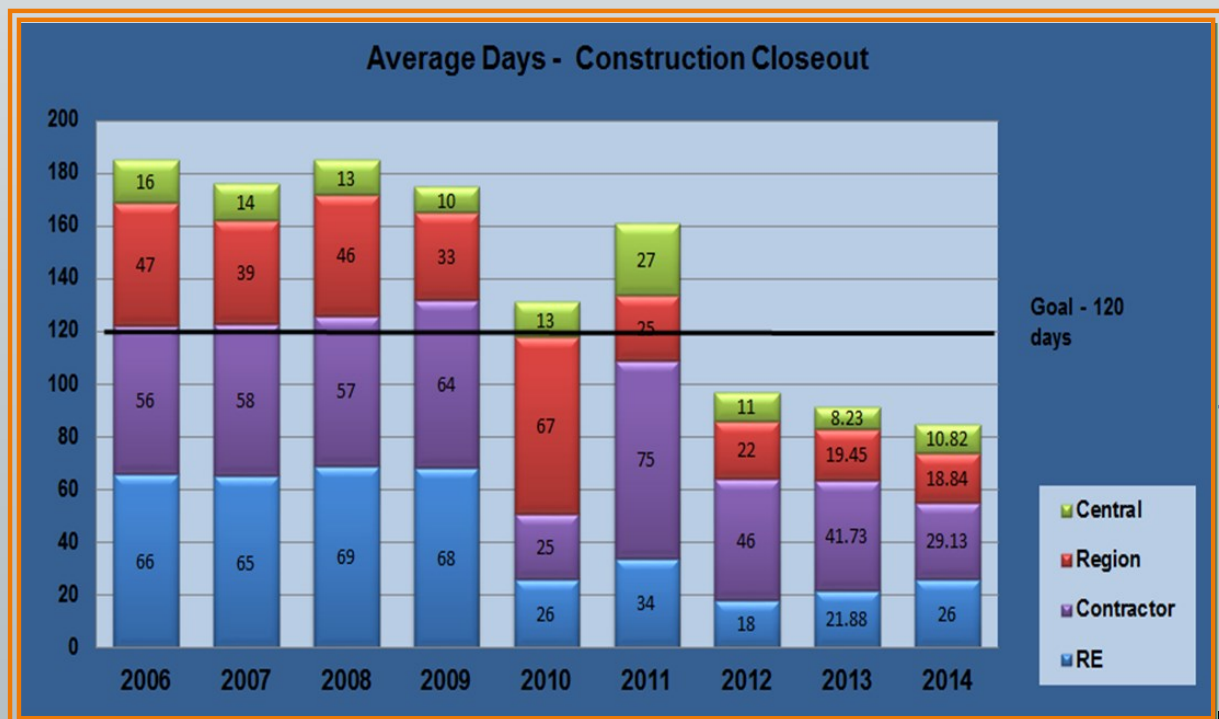
The central construction team assists the project teams in closing out construction projects. They provide support to the Regions and complete reviews and documentation necessary to close out the contractor's contracts. Timely project close out is especially important during these times of reduced budgets and very competitive bids because excess funds can be reallocated to create new projects that will further improve our system condition and performance.

2014 Accomplishments

- Closed out all projects in less than 90 days by ensuring there was added focus from Central Construction to assist the regions

2013 Performance Goal

- Close out all projects within 120 days



CONSTRUCTION

Innovative Contracting Develops and applies alternative delivery methods that: reduce cost; improve quality; provide best value to the traveling public both during construction and upon completion of the project.

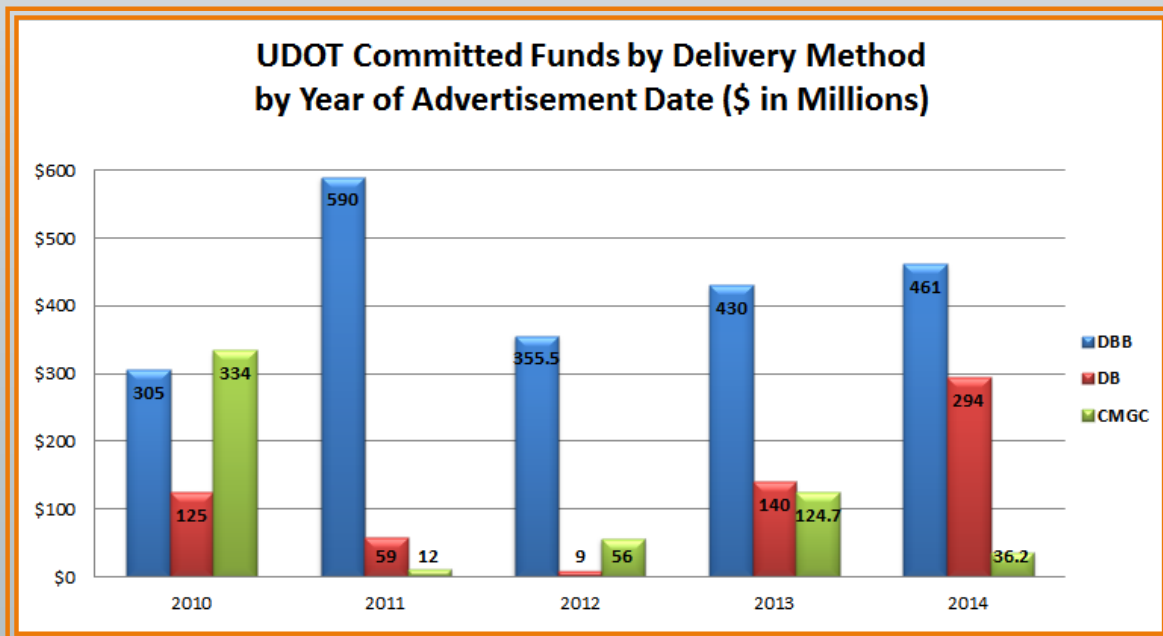
Throughout contract development for Innovative Contracting projects, coordination is made with all of the Department's disciplines to further the Department's Vision, Mission and Strategic Goals.

2014 Accomplishments

- Advertised 4 CMGC projects for construction for a total project value of \$29,051,121.70. Advertised 2 Design Build projects for construction for a total project value of \$293,971,869

2015 Performance Goal

- Identify projects that would benefit from using Innovative Contracting delivery methods and report the number of projects and project value for each delivery method



CONSTRUCTION

Workzone Safety

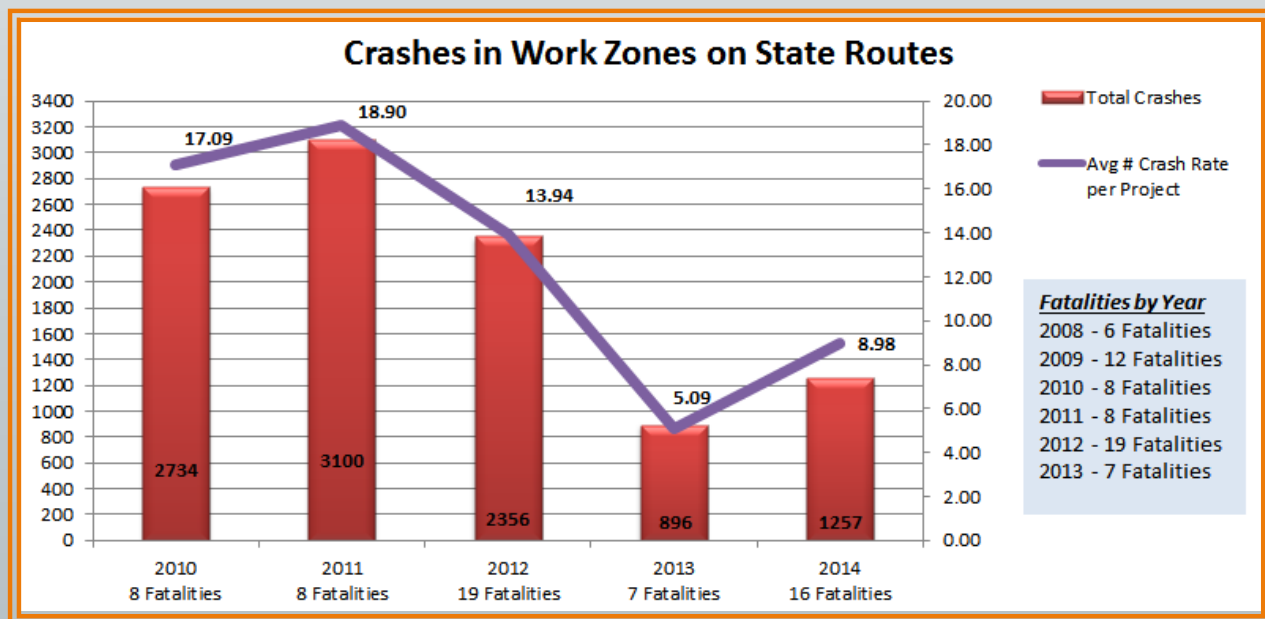
The purpose of this graph is to track the number of crashes and fatalities in work zones on state routes as well as the average number of crashes per project.

2014 Accomplishments

- Central Construction began reporting on this in Q3 of 2014. We will continue to improve our current safety practices while implementing new technologies to attain the UDOT Strategic Goal – Zero crashes, injuries and fatalities

2015 Performance Goal

- Improve the safety of the traveling public in construction work zones on state roads to achieve **Zero crashes, injuries and fatalities**





Materials Division ***PERFORMANCE MANAGEMENT***

***TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS***

2015

Binder Turn Around Time

TTQP

Recycled Materials

Proficiency Testing

MATERIALS

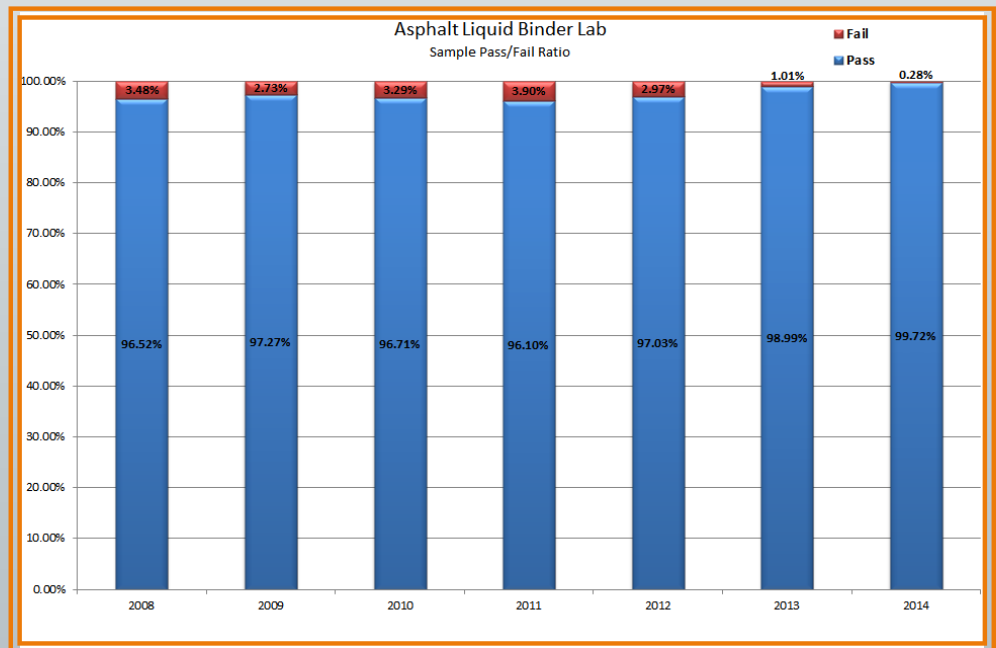
Central Materials mission is to continue to strive for quality in the materials used on our projects by providing good service, being innovative in adopting new methods and refining current ones, and by continuing to maintain and increase our expertise in materials issues. Central Materials will be at the forefront of ensuring the best value, safety, and quality in materials and related issues on UDOT work.

Central Materials Division is charged with leading the Department in the development of standards and processes for materials in the following areas: Asphalt; Steel; Concrete; Paint; Quality Assurance; Quality Control; Training and Certification, and Innovation and Support.

Each of these areas of responsibility carries out functions necessary to ensure that the specified quality requirements of the materials that are incorporated on UDOT projects are met. To ensure that those requirements yield the best performance, specifications will be reviewed and updated regularly. This will require administration of the Quality Management Plans (QMP's), performing on-site inspections of suppliers and manufacturers, and certifying all technicians and laboratories performing materials quality testing.

Binder Turn Around Time

Historically, the turnaround time between binder sampling and reporting has taken anywhere from one to three months. Often times, projects and pavements have been completed and paid prior to receipt of the test results. The materials database helps track this measure with the available historical data to date.



2014 Accomplishments

- Achieved a turnaround time on binder sampling of 7 days or less on greater than 97% of samples received

2015 Performance Goal

- Complete binder sampling within 7 days or less on 90% or more of the samples received

MATERIALS

TTQP Passing Rate

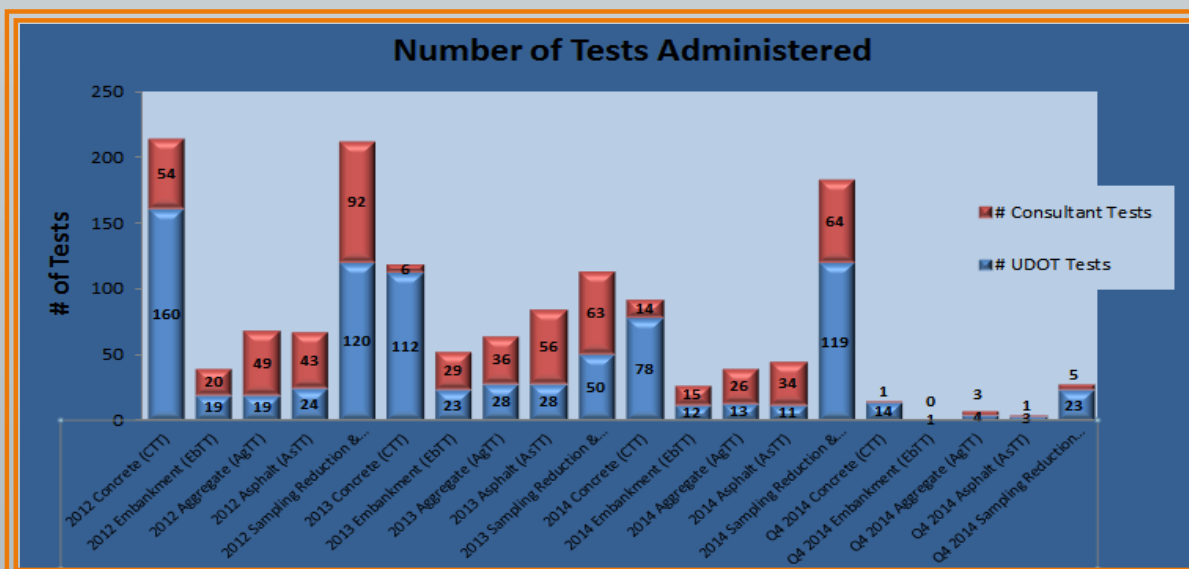
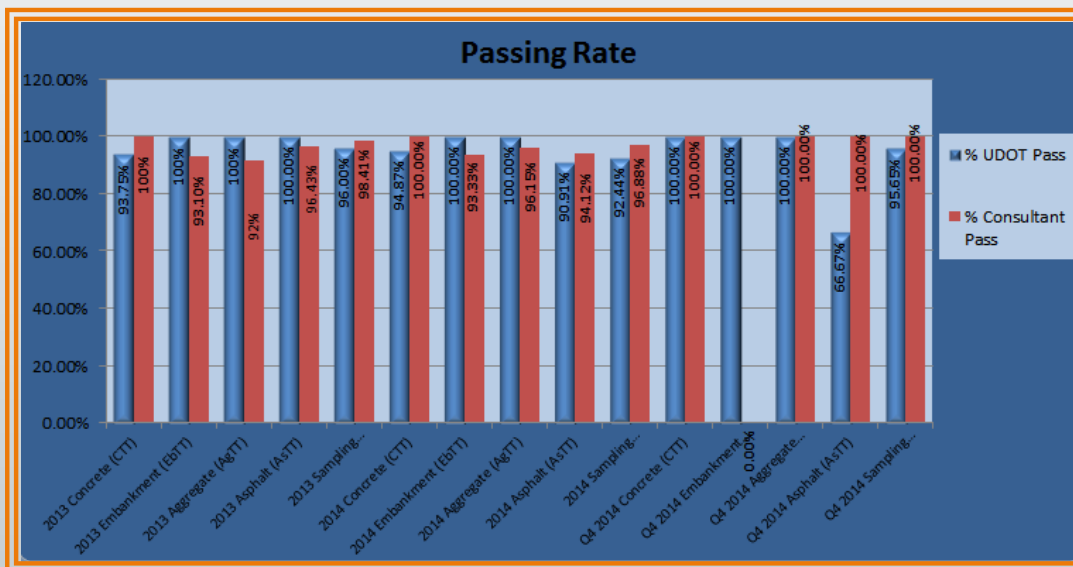
These graphs track the exam pass rate for applicants and the number of exams administered. The regions and consultants impact this measure on how well they prepare individuals sent for testing.

2014 Accomplishments

- Showed improvement in all areas from previous year with all passing rates exceeding 90 percent

2015 Performance Goal

- Achieve a 95 percent pass rate on all technicians seeking TTQP certification statewide through the QA/QC group



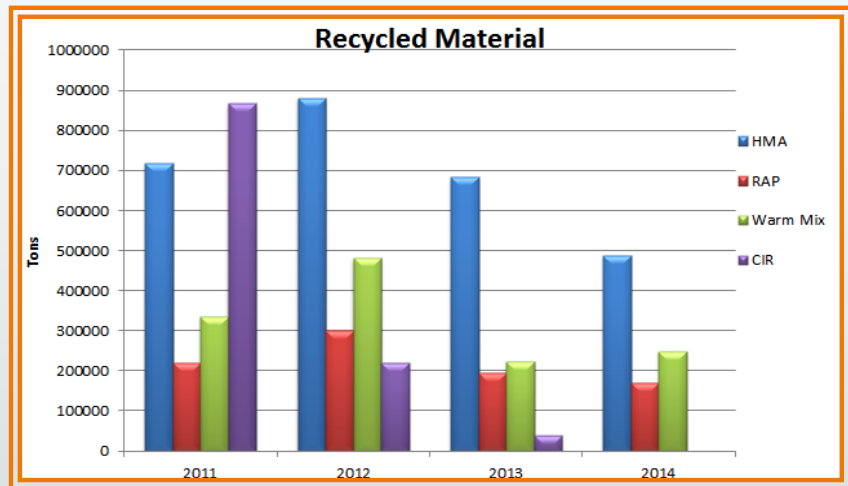
MATERIALS

2014 Accomplishments

- Increased percentages of RAP and WMA used when compared with the total amount of HMA used. Pavement candidates suitable for use of CIR were limited resulting in no CIR projects in 2014

2015 Performance Goal

- Maintain or increase percentages of WMA used when compared with the total amount of HMA used.
- Maintain percentages of RAP used when compared with the total amount of HMA used. Utilize CIR in appropriate pavement rehabilitation projects



Central Materials Proficiency Testing

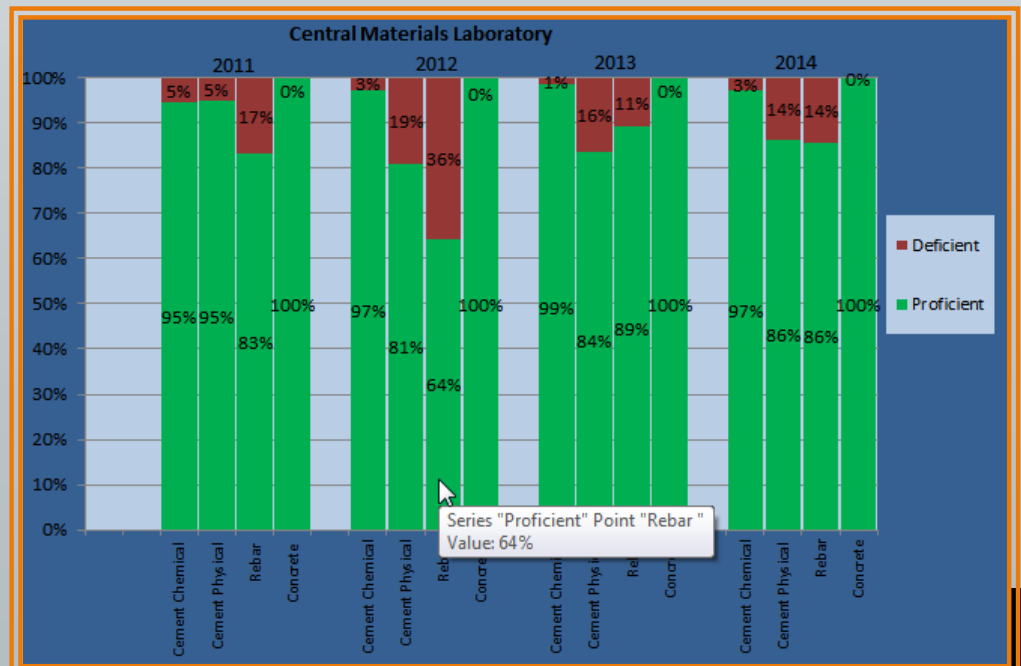
The proficiency tests are part of the requirements for the lab to be AMRL/CCRL certified. These are split samples which are evaluated and rated on yearly basis. A high percentage of proficient ratings reflect the Central Lab's ability to run the tests satisfactorily. The goal is to achieve an 80% or better proficiency rating.

2014 Accomplishments

- Achieved Improvement in comparison to previous years

2015 Performance Goal

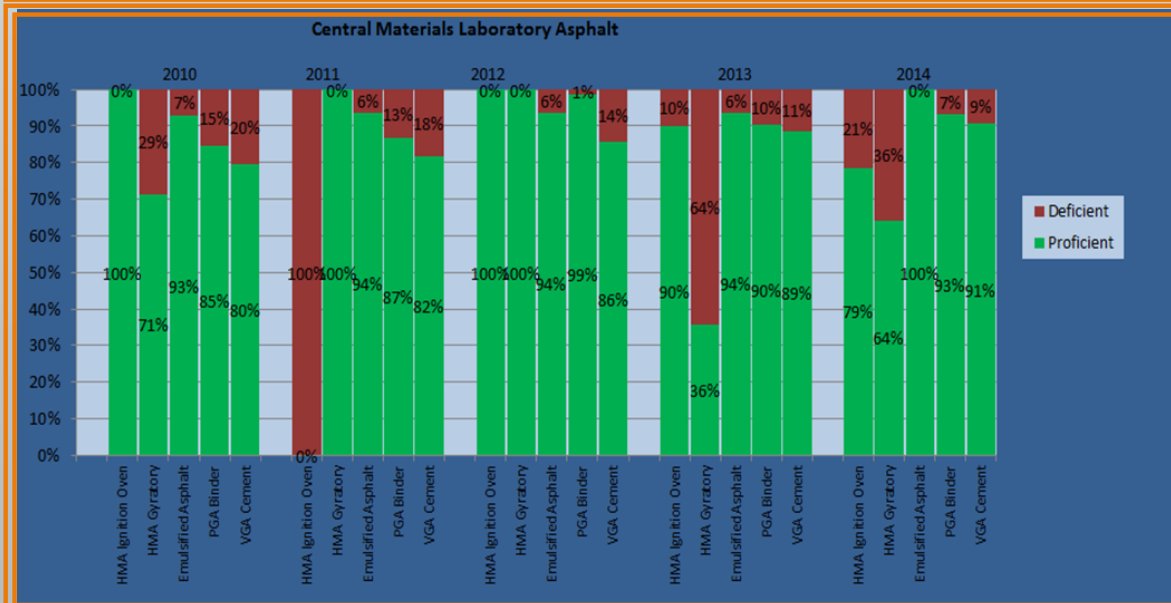
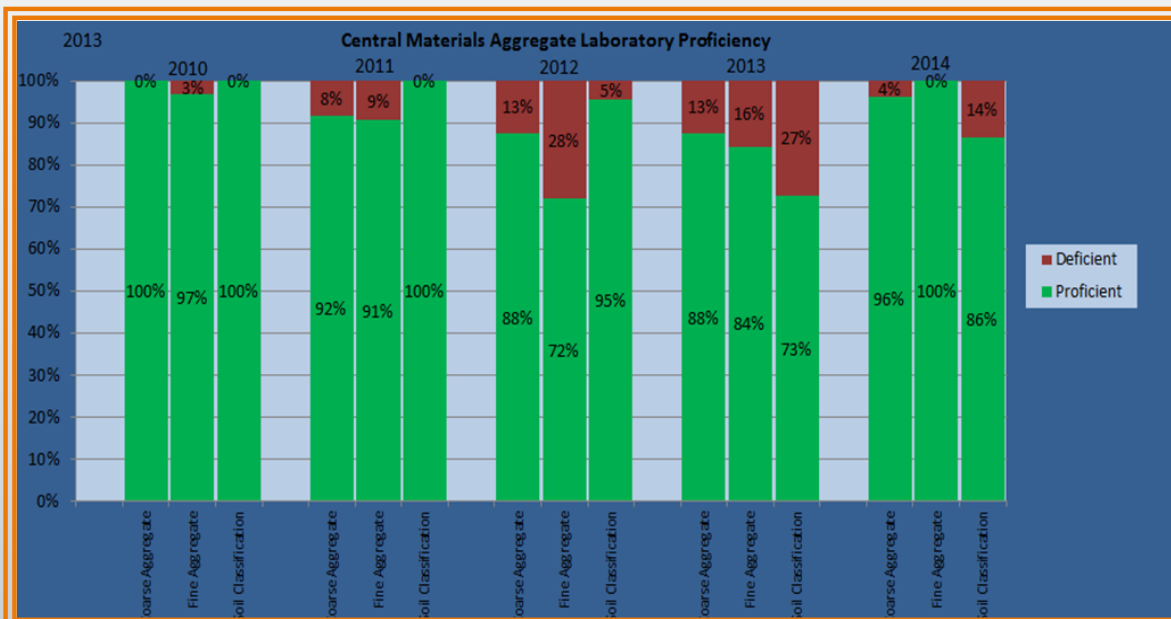
- Achieve an 85% or better rating



MATERIALS

Central Materials Proficiency Testing

The proficiency tests are part of the requirements for the lab to be AMRL/CCRL certified. These are split samples which are evaluated and rated on yearly basis. A high percentage of proficient ratings reflect the Central Lab's ability to run the tests satisfactorily. The goal is to achieve an 80% or better proficiency rating.



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Quality Division **PERFORMANCE MANAGEMENT**

*TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS*

2015



QUALITY

The **Quality Division** is responsible for creating, monitoring, and updating a quality system in order to improve UDOT products. The Quality Management Division is also responsible for guiding UDOT in organizational excellence.

2014 Accomplishments

2014 involved study of the existing UDOT system with an emphasis on the processes within the Project Development Division. Parsons Transportation Group was hired to perform a gap analysis of the project delivery system. A report was generated explaining the gaps in the quality system.

A conclusion of the study was that most of the existing quality system did not exist and those areas that did exist were not sufficiently documented. The Quality Management Division reviewed the 96 core processes within Project Development and produced basic documentation for them.

In an attempt to both study the existing system as well as help improve some areas, the Quality Management Division formed groups to improve the ROW design process, the ROW surplus property process, and the Region 2 project closeout, payment, and change order processes.

The ROW design process group identified 23 areas of concern. To date, about half of those issues have solutions identified and implemented. The other half require the ROW Design Manual and the ROW Operations Manuals to be updated before additional improvements can be made. Those updates are nearing completion.

The ROW surplus property group's process was mapped and some areas for improvement were identified. The ROW managers agreed to include the requirement to prepare the necessary documents for sale of properties when surplus ROW is expected on a project. Further, a website is being developed to improve the process. The online form will assist perspective buyers in providing complete information, provide for tracking of inquiries and timeframes, and relieve the Regions of some time-consuming investigative tasks. Planning and Deputy Director approvals will be moved earlier in the process to streamline the sale once the decision to sell is made.

2015 Goals

Three quality processes will be instituted in Project Development this year. These processes will require a quality check of final products, provide a closed-loop process for errors correction, and provide a closed-loop process for improvements. These processes will drive the need for enhanced management of documents and requirements and provide facts for future improvements. The results of these processes will be measured to establish a baseline of quality for the Project Development Division.



Utilities and Railroad Division **PERFORMANCE MANAGEMENT**

*TEAMING WITH THE REGIONS
FOR PROJECT DELIVERY SUCCESS*

2015

Utilities/Railroads

UDOT University

STATEWIDE RAILROAD & UTILITIES

The **Statewide Utilities & Railroads Division** monitors UDOT's ability to coordinate the accommodation of utilities within state highway rights-of-way. Special emphasis is placed on developing and improving processes for working with utility companies and railroads. The Statewide Utilities & Railroads Engineer works with Region staff to understand challenges, promote best practices, and maintain consistent practices between UDOT and owners of utilities and railroads throughout the state. This Division provides technical support and conflict resolution assistance to Region project delivery teams. The Statewide Utilities Engineer acts as the **UDOT Liaison to the Utah Transit Authority** to resolve statewide rail transit issues integral to UDOT projects, and issues involving planning, project development, and construction of rail transit projects within state highway rights-of-way. This Division manages Statewide Utility License Agreements for all public and private utility owners occupying state highway right-of-way.

2014 Accomplishments

- The Division provided technical, policy, and legal support to project teams to address needs of project teams throughout the year. New Statewide agreements were successfully negotiated with CenturyLink, Metro Water District Salt Lake and Sandy, and the Utah Transit Authority
- Staff met monthly with major utility companies, conducted semi-annual utility coordination meeting with utilities and railroads, and met quarterly with Region Utility & Railroad Leaders
- The Division executed ninety (90) Statewide Utility License Agreements throughout the year
- Division staff facilitated and conducted the following training events:
 - International Right-of-Way Association Utah Chapter meeting: Utility Coordination
 - FHWA National Webinar: New UDOT Utility Processes
 - UDOT CEMT Workshop: Utility & Railroad Coordination
 - AASHTO Subcommittee on Utilities: hosted conference; organized a breakout session
 - Utility Coordinators (8 hrs): Utility Coordination Process on UDOT Projects
 - UDOT Annual Conference Breakouts: Sub-surface Utility Engineering, Using GIS to Integrate Utility and Project Design Data, and Telecommunication Relocations

2015 Goals

- The Division will continue to provide technical support and conflict resolution to project teams as needed. Regular meetings will be held with Utilities and Railroads to discuss statewide consistency and streamline work. Statewide Master Agreements will be updated and new ones executed where opportunities exist
- Staff will implement SHRP2 products, innovation and new technology. This year staff will work to develop and implement a system to store and retrieve 3D Utility Data

UDOT UNIVERSITY



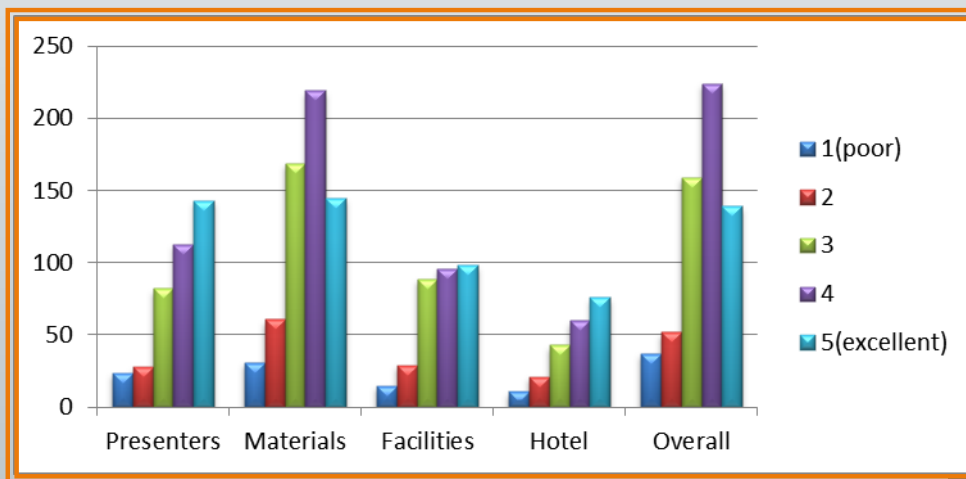
Training, also known as UDOT University, is tasked with ensuring that UDOT employees and their associates receive the instruction and training that they need to successfully accomplish their duties. This is accomplished by providing a "one-stop-shop" for UDOT's training needs.

2014 Accomplishments

- 731.9 hours of instruction (up 48% from 2013)
- 142 courses presented (up 6% from 2013)
- 7,604 individuals trained (up 44% from 2013)

The chart below illustrates results of our Kirkpatrick level one survey. We were aiming for an average result of 8 on a scale of 1 to 10. We did not quite hit that goal, our rating for overall satisfaction came in at 7.23, up from 7.04 in 2013, and our rating for all aspects of training; i.e. presenters, materials, etc., was 7.48, up from 7.23 in 2013.

Please rate your experience with implementing items from the training.

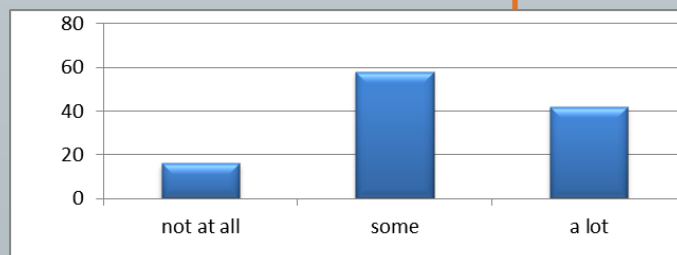


We asked participants the following question several weeks/months after participating in training:

Have you used what you learned in [this training]?

2015 Performance Goals

- Goals for 2015 will be set and tracked by the newly created UDOT U Division, independent the Project Development Group



newly from

2015 UDOT Project Development
PERFORMANCE MANAGEMENT

